

**AD-A253 746**



**ARI Research Note 92-45**

**DTIC**  
**ELECTE**  
**JUL 17 1992**  
**S c D**

①

# **1986 Proteus Survey: Technical Manual and Codebook**

**Beverly C. Harris and Kathryn Wochinger**

**U.S. Army Research Institute**

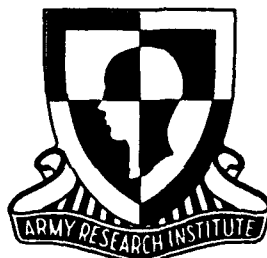
**92-18802**



**Leadership, Personnel, and Organizational Change Technical Area**  
**Paul A. Gade, Chief**

**Manpower and Personnel Research Division**  
**Zita M. Simutis, Director**

**June 1992**



**United States Army**  
**Research Institute for the Behavioral and Social Sciences**

**Approved for public release; distribution is unlimited.**

**92 7 15 014**

# U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES

**A Field Operating Agency Under the Jurisdiction  
of the Deputy Chief of Staff for Personnel**

**EDGAR M. JOHNSON**  
Technical Director

**MICHAEL D. SHALER**  
COL, AR  
Commanding

Technical review by

Paul A. Gade  
Martha S. Teplitzky

Accession For	
NTIS	<input checked="" type="checkbox"/>
DTIC TAR	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By	
Distribution/	
Availability Codes	
Dist	Avail and/or Special
A-1	

## NOTICES

**DISTRIBUTION:** This report has been cleared for release to the Defense Technical Information Center (DTIC) to comply with regulatory requirements. It has been given no primary distribution other than to DTIC and will be available only through DTIC or the National Technical Information Service (NTIS).

**FINAL DISPOSITION:** This report may be destroyed when it is no longer needed. Please do not return it to the U.S. Army Research Institute for the Behavioral and Social Sciences.

**NOTE:** The views, opinions, and findings in this report are those of the author(s) and should not be construed as an official Department of the Army position, policy, or decision, unless so designated by other authorized documents.

DTIC QUALITY INSPECTED 1

REPORT DOCUMENTATION PAGE			Form Approved OMB No. 0704-0188	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503.				
1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE 1992, June		3. REPORT TYPE AND DATES COVERED Final Jan 86 - Dec 86
4. TITLE AND SUBTITLE 1986 Proteus Survey: Technical Manual and Codebook			5. FUNDING NUMBERS 62785A 791 2304 H01	
6. AUTHOR(S) Harris, Beverly C.; and Wochinger, Kathryn				
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) U.S. Army Research Institute for the Behavioral and Social Sciences Attn: PERI-R 5001 Eisenhower Avenue Alexandria, VA 22333-5600			8. PERFORMING ORGANIZATION REPORT NUMBER  ARI Research Note 92-45	
9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES) --			10. SPONSORING / MONITORING AGENCY REPORT NUMBER --	
11. SUPPLEMENTARY NOTES --				
12a. DISTRIBUTION / AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.			12b. DISTRIBUTION CODE --	
13. ABSTRACT (Maximum 200 words) <p>The 1986 Proteus Survey conducted by the United States Military Academy (USMA) is part of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) continuing research on officer careers. In 1987, the Proteus Survey was administered by ARI. In 1988, Proteus surveys were reviewed and expanded and became the Longitudinal Research on Officer Careers (LROC) Survey. Data for this survey have been collected annually since 1988.</p> <p>For the 1986 Proteus Survey, approximately 6,000 surveys were mailed to officers commissioned 1980-1985. Completed surveys were received from 3,220 officers. This report describes the 1986 Proteus Survey and database. It includes a complete codebook with frequencies and descriptive statistics for each of the 168 questions. The 1986 and 1987 Proteus databases and the LROC databases provide the necessary data to track factors that influence officer career decisions and behavior. These databases also provide a basis for evaluating the effects of policy changes and events on officers' attitudes and behavior.</p>				
14. SUBJECT TERMS Army officers Career intentions Attitudes			15. NUMBER OF PAGES 358	
			16. PRICE CODE --	
17. SECURITY CLASSIFICATION OF REPORT Unclassified	18. SECURITY CLASSIFICATION OF THIS PAGE Unclassified	19. SECURITY CLASSIFICATION OF ABSTRACT Unclassified	20. LIMITATION OF ABSTRACT Unlimited	

## **FOREWORD**

---

The Manpower and Personnel Research Division (MPRD) of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) performs research on manpower and personnel issues of significance to the U.S. Army. This report is a technical manual and codebook for the database that resulted from the Project Proteus Survey administered in 1986 by the United States Military Academy (USMA).

The 1986 and 1987 Proteus surveys are part of a continuing ARI program of research on officer careers. The 1986 Proteus Survey provides information about officer career experiences, attitudes, and decisions. When linked with current ARI databases, it contributes to the longitudinal analyses of officer manpower, personnel, career, and methodological research issues. In 1988, Project Proteus surveys were reviewed and expanded and became the Longitudinal Research on Officer Careers (LROC) Survey. Data for this survey have been collected annually since 1988.

ARI's participation in this effort is part of an ongoing program of research designed to enhance the quality of Army personnel. This work is an essential part of the mission of MPRD to conduct research to help effectively and efficiently manage the force.

## 1986 PROTEUS SURVEY: TECHNICAL MANUAL AND CODEBOOK

### EXECUTIVE SUMMARY

---

#### Requirement:

To identify and track the individual, organizational, psychosocial, and family factors that influence officer career decisions and to specify the policy relevance of these findings for officer manpower, personnel, and force structure planners.

#### Procedure:

In the summer of 1986, the U.S. Military Academy (USMA) sent surveys to a random sample of approximately 1,000 officers (2nd Lieutenant through Captain) from each of six commissioning year groups--1980 to 1985. A separate questionnaire was constructed for each year group. The sampling plan reportedly called for stratification of the sample within each year group by source of commission (40% USMA, 40% Reserve Officer Training Corps, 20% Officer Candidate School and Direct Commission) and by gender. Female officers were oversampled (30% in the sample versus approximately 16% in the population) to ensure sufficient numbers for longitudinal analyses. The content of the surveys followed career themes identified in an earlier USMA study, Project Athena.

#### Findings:

The 1986 Project Proteus database is fairly representative of the officer population from which it was drawn. This finding rests on a comparison of the Proteus respondents with company grade officer population characteristics. However, specific population parameters by stratification used to draw the original sample were either lost, never obtained, or not recorded. The reported attempt to oversample female officers did not produce the numbers of women originally anticipated. In fact, the percentage of female respondents (and of officers with direct commissions) is slightly lower than the percentage in the population. Descriptive statistics, database characteristics, and historical documents are included in this paper to provide baseline information for future research. This database provides the necessary data for tracking factors that influence officer career decisions and retention over time and for evaluating the effects of policy changes and events on officers' attitudes and behavior.

### **Utilization of Findings:**

The 1986 Proteus database provides useful information for empirical and policy research on officer careers. It has been merged with the 1987 Proteus data and with the data from ongoing officer research to track the attitudes and behavior of the officer corps. It can be used to test the applicability of new research methods such as latent growth curve analysis to the study of officer careers. Finally, as part of an ongoing research project, it provides useful insights on characteristics of officers who remain with or leave the Army. Longitudinal databases provide policymakers and manpower planners with the type of data necessary to facilitate effective, strategic decision making.

# 1986 PROTEUS SURVEY: TECHNICAL MANUAL AND CODEBOOK

## CONTENTS

---

	Page
INTRODUCTION . . . . .	1
METHOD . . . . .	2
Subjects . . . . .	2
Procedure . . . . .	2
Respondents . . . . .	2
Database Development . . . . .	4
RESULTS . . . . .	5
DISCUSSION . . . . .	5
REFERENCES . . . . .	7
APPENDIX A. 1986 PROTEUS SURVEY CODEBOOK . . . . .	A-1
B. 1986 MASTER SURVEY . . . . .	B-1
1980 SURVEY . . . . .	B-20
1980 ITEM STATISTICS . . . . .	B-34
1981 SURVEY . . . . .	B-38
1981 ITEM STATISTICS . . . . .	B-53
1982 SURVEY . . . . .	B-58
1982 ITEM STATISTICS . . . . .	B-71
1983 SURVEY . . . . .	B-75
1983 ITEM STATISTICS . . . . .	B-88
1984 SURVEY . . . . .	B-93
1984 ITEM STATISTICS . . . . .	B-105
1985 SURVEY . . . . .	B-110
1985 ITEM STATISTICS . . . . .	B-122
C. MASTER SURVEY VARIABLES CROSS-REFERENCED TO QUESTIONS IN INDIVIDUAL YEAR GROUP SURVEYS . . . . .	C-1
D. DESCRIPTION OF THE METHODOLOGY FROM TECHNICAL REPORT 1, ADAMS, ILGEN, CHAO, WHITENER, AND DeGREGORIO (1987) . . . . .	D-1
E. DESCRIPTIVE STATISTICS FOR 1986 PROTEUS SURVEY QUESTIONS . . . . .	E-1

CONTENTS (Continued)

---

Page

LIST OF TABLES

Table 1.	1986 Proteus Survey respondents compared to the population of company grade officers in 1986 for key sampling strata . . . . .	3
----------	--	---



## 1986 PROTEUS SURVEY: TECHNICAL MANUAL AND CODEBOOK

### Introduction

Project Proteus was an extension of Project Athena developed by the United States Military Academy (USMA) and the U.S. Army Research Institute (ARI) to study the effect of admitting women to USMA. The original study was designed to analyze the effects of this change in policy both on the individual cadets and on the Academy and to study the process of coeducation over four years. The results of Project Athena were documented in several reports (Adams, 1979, 1980, 1984b; Vitters, 1978; Vitters & Kinzer, 1977). Project Proteus extended this study to track the careers of the original 1980 graduating class of cadets after they were commissioned. It included small group interviews (Adams, 1983, 1984a, 1985) and surveys conducted by USMA and sponsored by ARI's Office of Basic Research.

The first Proteus Survey in 1985 included questions on career development and experiences; leadership training and effectiveness; precommissioning experiences; command experiences; and personal, career, and Army satisfaction. The goal of this research was to identify specific experiences and relationships that shaped a successful officer's career. Information from the survey could then be used to design career development and personnel programs to maximize the Army's utilization of its leaders and to retain the best officers over a longer career period. The results of this research were reported in several USMA Technical Reports (Adams, 1986a, 1986b, 1986c; Adams & Orend, 1986a, 1986b).

In 1986, Michigan State University assisted USMA with the second administration of the survey. This 1986 research is documented in USMA Technical Reports that describe the sampling procedures, data management, and analyses (Adams, Chao, Ilgen, DeGregorio, & Whitener, 1987; Adams, Chao, Ilgen, Whitener, & DeGregorio, 1987; Adams, DeGregorio, Chao, Whitener, & Ilgen, 1987a, 1987b; Adams, Ilgen, Chao, Whitener, & DeGregorio, 1987; Adams, Whitener, Ilgen, Chao, & DeGregorio, 1987).

In 1987, the Vice Chief of Staff, U.S. Army, transferred the Proteus Project to the U.S. Army Research Institute as part of its research in the areas of retention and readiness. Data tapes and documentation for the 1986 Survey were received from Michigan State University. In 1988, Project Proteus was reviewed and expanded and became the Longitudinal Research on Officer Careers (LROC) Survey. The LROC Survey has been conducted annually since 1988.

This document provides a codebook for the 1986 Proteus Survey with details on the development of the database to facilitate its use in ongoing research. This document is one of

two codebooks for the Proteus Project: This 1986 Proteus Survey Technical Manual and Codebook, and the 1987 Proteus Survey Technical Manual and Codebook. Data for the 1985 Proteus Survey are not part of the ARI databases.

## Method

### Subjects

U.S. Army Officers (2nd Lieutenants, 1st Lieutenants, and Captains) commissioned in 1980 through 1984 were the subject population for the first Proteus Survey administered in 1985. In each subsequent year of the survey, officers of the same ranks commissioned in the year group immediately preceding the survey were added to the sample: the 1986 Survey added officers commissioned in 1985; the 1987 Survey added officers commissioned in 1986; etc. The sampling stratification of this population is explained in the next section.

### Procedure

The first Proteus Survey was sent out in 1985 to U.S. Army officers commissioned since 1980 from the U.S. Military Academy, Reserve Officer Training Corps (ROTC), Officer Candidate School (OCS), and Direct Commissioning (DC). Approximately 1,000 officers were randomly selected from each commissioning year group 1980-1984 from five Major Commands: Forces Command, Training and Doctrine Command, U.S. Army Europe, Western Command, and U.S. Army Korea. The sample was stratified by source of commission (40% USMA, 40% ROTC, 20% OCS and DC) and by gender. Female officers were reportedly oversampled for this research to provide adequate numbers for future analyses.

In 1986, six separate questionnaires were mailed to the officers selected in the original 1985 sample for commissioning years 1980-1984 (approximately 5,000) and an additional 1,000 officers were added from commissioning year 1985 using the same stratification procedures as in the 1985 Survey sample. The 1986 Master Survey and each of the six year-group surveys are included as Appendix B. Completed surveys were received from 3220 officers.

### Respondents

When the 1986 data were received from Michigan State University, there was no information available on the exact number of officers in the population strata used for drawing the sample or on the exact number of officers in the sample from each of the strata for either 1985 or 1986. The methodology described in Adams, Ilgen, Chao, Whitener, and Degregorio (1987) is included as Appendix D. However, investigations by ARI indicate that the original sampling plan may not have been followed, but, rather a random sample may have been drawn for all year groups. At the time ARI was investigating the Proteus sampling methodology, another project at ARI had developed the Officer

Longitudinal Research Database (OLRDB) which provided population information based on the Officer Master Files for the entire officer corps of the Army. Table 1 provides a comparison of the percentage of respondents from the 1986 Proteus Survey with the population of officers in the Army in 1986 by the key sampling strata in the Proteus Survey sampling plan.

Table 1

1986 Proteus Survey respondents compared to the population of company grade officers in 1986 for key sampling strata

Strata		1980	1981	1982	1983	1984	1985
<u>Gender</u>							
Males	OLRDB	86%	86%	85%	84%	83%	83%
	PROTEUS	87	85	86	88	87	86
Females	OLRDB	14	14	15	16	17	17
	PROTEUS	13	15	14	12	13	14
<u>Source of Commission</u>							
USMA	OLRDB	17	16	14	13	13	14
	PROTEUS	15	26	23	20	18	29
ROTC	OLRDB	62	62	62	66	69	62
	PROTEUS	69	58	58	65	63	60
OCS	OLRDB	12	13	14	11	10	10
	PROTEUS	12	12	15	13	18	10
DC	OLRDB	9	9	9	11	8	14
	PROTEUS	4	3	4	3	1	1

Although this information does not allow calculation of year group response rates, it does indicate the representativeness of the respondents. Respondents from OCS and ROTC are more representative of actual population percentages across all year groups; DC is the least representative. The percentage of USMA

respondents is more variable with a trend toward overrepresentation. Females are not overrepresented as the original plan intended. This information also supports that a random procedure may have been used in the original sampling. Additional information on the OLRDB can be found in several reports on the development and characteristics of this database (Hunter, 1988; Hunter, Rachford, Kelly, & Duncan, 1987; Younkman, 1987).

### Database Development

The U.S. Army Research Institute received a data tape from Michigan State University containing six flat files for each separate survey (1980-1985) and a Master File which consolidated the questions from the six surveys as described below. The separate flat files have a record length of 152, block size=1; the combined Master File has a record length of 170 and block size=100. The Master File created by Michigan State integrated the six separate surveys for each of the six year groups into one data file such that the responses for identical questions from each of the separate surveys are located in the same column.

As an example, the first seven questions are identical across all six surveys; however, Master File QUES8 "How satisfied are you with your relationship with your Superior Officers?" appears as question 13 for the 1980 year group; as question 28 for the 1981 year group; as question 8 for the 1982 year group; as question 28 for the 1983 year group; as question 62 for the 1984 year group; and as question 71 for the 1985 year group. In the Master File, the responses to each of these individual questions appears in column 8 labeled QUES8 in the Master file.

A list of the variables in the Master File with a cross-reference to the original question numbers in each of the six individual surveys is included as Appendix C. This Master File has 168 questions and 3220 cases. The responses on each original questionnaire were labeled a., b., c., etc. In the scanning for the data files, these alphabetic responses were coded as a=1, b=2, c=3, etc.

Missing Data. Two types of missing data exist in the Master Rawdata File:

- If the question did not appear on the individual survey, the question was coded as a blank (SYSMIS).
- If the question appeared on the survey, but the officer did not answer the question, the question was coded as "0." These are considered true missing values.

SPSS-X Program File. ARI developed an SPSS-X program to create an SPSS-X system file using the Master Rawdata File described above. This program recodes outliers in the file to "0", and identifies "0" as the missing value for the file. All

other codes are retained in their original form for analysis. The files provided by Michigan State University and described in Technical Report 1a (Adams, Ilgen, Chao, Whitener, & Degregorio, 1987) had additional recoding which was not included in the ARI files. These additional recodings were:

- Yes/No responses: The six surveys contained several questions with yes/no responses; however, in some cases the answer format codes Yes=1, No=2 and in other cases No=1 and Yes=2. All such responses were recoded such that Yes=1 and No=2.
- Recodes were used to set certain responses to "0" (Don't Know, Does Not Apply, Not Sure) and "0" was designated as the missing value.

The System File created by ARI preserves the actual coding form of the Rawdata Master File. Each researcher can recode variables based on their individual needs. Users should note the above inconsistencies in coding and note that not all questions went to all year groups. Information on accessing the 1986 Master Rawdata Files or the SPSS-X system file for research purposes can be obtained from the Manpower and Personnel Research Division of ARI.

## Results

Appendix A presents the Codebook for the 1986 Proteus database. On each page is the question, frequencies, variable name, column position and length, and value labels for every question in the 1986 Master Survey.

Tables in the codebook do not display missing values nor were missing values included in the calculation of percentages (displays valid percent). While the total sample size for the Proteus 1986 Survey was 3220, not all questions were asked of all year groups as indicated in the cross-reference list at Appendix C. Additional descriptive statistics for each variable are provided in Appendix F.

## Discussion

The 1986 Proteus Survey database is part of a database development program in the Manpower and Personnel Research Division of ARI. This 1986 Proteus data, the 1987 Proteus data, the LROC data, and the OLRDB population database are part of ARI's continuing effort to provide accurate, timely information on the impact of policy changes and events on the career decisions of the officer corp. Longitudinal research also provides continuing information on the factors that influence retention, morale, and recruitment. Through longitudinal research, ARI can provide researchers, policymakers, and manpower planners with the type of data necessary to facilitate effective decision making.

## References

- Adams, J. (1979). Report of the admission of women to the U.S. Military Academy, Project Athena III. New York: USMA. (DTIC Number ADA098146)
- Adams, J. (1980). Report of the admission of women to the U.S. Military Academy, Project Athena IV. New York: USMA.
- Adams, J. (1983). Early career preparation, experiences, and commitment of female and male West Point graduates. New York: USMA.
- Adams, J. (1984a). Early career preparation, experiences, and commitment of female and male West Point graduates (Vol. II). New York: USMA.
- Adams, J. (1984b). Women at West Point: A three-year perspective. Sex Roles, 11, 525-541.
- Adams, J. (1985). Early career preparation, experiences, and commitment of female and male West Point graduates (Vol. III). New York: USMA.
- Adams, J. (1986a). Project Proteus: Multi-year study of male and female Army officer careers, Survey analyses (Vol. I). New York: USMA.
- Adams, J. (1986b). Project Proteus: Multi-year study of male and female Army officer careers (Vol. II). New York: USMA.
- Adams, J. (1986c). Project Proteus: Multi-year study of male and female Army officer careers (Vol. III). New York: USMA.
- Adams, J., & Orend, R. J. (1986a). Project Proteus: Multi-year study of male and female Army officer careers (Vol. I). New York: USMA.
- Adams, J., & Orend, R. J. (1986b). Project Proteus: Multi-year study of male and female army officer careers (Vol. IV). New York: USMA.
- Adams, J., Chao, G., Ilgen, D. R., DeGregorio, M., & Whitener, E. (1987, July). Project Proteus: A multi-year study of male and female Army officer careers. Analyses of work and nonwork quality of life indices (Technical Report No. 4). New York: USMA.
- Adams, J., Chao, G., Ilgen, D. R., Whitener, E., & DeGregorio, M. (1987, July). Project Proteus: A multi-year study of male and female Army officer careers (Executive Report). New York: USMA.

- Adams, J., DeGregorio, M., Chao, G. T., Whitener, E., & Ilgen, D. R. (1987a, July). Project Proteus: A multi-year study of female and male Army officer careers. An investigation of the correlates of perceived leader and unit success, leader influence strategies and attributions for unit performance (Technical Report No. 2). New York: USMA.
- Adams, J., DeGregorio, M., Chao, G. T., Whitener, E., & Ilgen, D. R. (1987b, July). Project Proteus: A multi-year study of female and male Army officer careers. An investigation of the relationship between career satisfaction, career involvement leader and unit success (Technical Report No. 3). New York: USMA.
- Adams, J., Ilgen, D. R., Chao, G. T., Whitener, E., & DeGregorio, M. (1987, July). Project Proteus: A multi-year study of male and female Army officer careers. General descriptions of the 1986 Officer survey (Technical Report No. 1, 1a). New York: USMA.
- Adams, J., Whitener, E., Ilgen, D. R., Chao, G. T., & DeGregorio, M. (1987, July). Project Proteus: A multi-year study of male and female Army officer careers. Analysis of pre-commission training effects on early career experiences (Technical Report No. 5). New York: USMA.
- Hunter, F. T. (1988). Tenure patterns of U. S. commissioned officers in the 1970's and 1980's. (Research Note 88-63). Alexandria, VA: U. S. Army Research Institute for the Behavioral and Social Sciences. (DTIC No. AD-A200-316)
- Hunter, F. T., Rachford, D. L., Kelly, D. R., & Duncan, D. (1987). U. S. Army Research Institute officer longitudinal research data base (OLRDB) user's manual. (Research Product 87-25). Alexandria, VA: U. S. Army Research Institute for the Behavioral and Social Sciences. (DTIC No. AD-A190-588)
- Vitters, A. G. (1978). Report of the admission of women to the U.S. Military Academy, Project Athena II. New York: USMA.
- Vitters, A. G. & Kinzer, N. S. (1977). Report of the admission of women to the U.S. Military Academy, Project Athena I. New York: USMA.
- Younkman, D. D. (1987). Development of core data set of the officer longitudinal research data base. (Research Product 87-22). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences. (DTIC No. AD-A191-338)

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 1: What is your commission year group?

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

CLASS YEAR	
1980.....	688
COL PRCT.....	21.4%
1981.....	590
COL PRCT.....	18.3%
1982.....	501
COL PRCT.....	15.6%
1983.....	572
COL PRCT.....	17.8%
1984.....	496
COL PRCT.....	15.4%
1985.....	373
COL PRCT.....	11.6%
TOTAL.....	3220

Variable Name: CLASS86	Value Labels:
Col Position/Length: 1,1	1=1980
	2=1981
	3=1982
	4=1983
	5=1984
	6=1985



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 2: What is your source of commission?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

COMMISSION SOURCE	
OCS.....	425
COL PRCT.....	13.4%
USMA.....	673
COL PRCT.....	21.2%
ROTC.....	1980
COL PRCT.....	62.5%
DIRECT.....	90
COL PRCT.....	2.8%
TOTAL.....	3168

Variable Name: SOCOM86	Value Labels:
Col Position/Length: 2,1	1=OCS
	2=USMA
	3=ROTC
	4=Direct

**APPENDIX A**  
**1986 PROTEUS SURVEY CODEBOOK**

**Question 3: What is your rank?**

**FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)**

<b>RANK</b>	
2LT.....	<b>362</b>
COL PRCT.....	<b>11.5%</b>
1LT.....	<b>1135</b>
COL PRCT.....	<b>35.9%</b>
CPT.....	<b>1646</b>
COL PRCT.....	<b>52.1%</b>
MAJ.....	<b>16</b>
COL PRCT.....	<b>.5%</b>
<b>TOTAL.....</b>	<b>3159</b>

<b>Variable Name:</b>	<b>RANK86</b>	<b>Value Labels:</b>
<b>Col Position/Length:</b>	<b>3,1</b>	<b>1=2LT</b>
		<b>2=1LT</b>
		<b>3=CPT</b>
		<b>4=MAJ</b>

**APPENDIX A**  
**1986 PROTEUS SURVEY CODEBOOK**

**Question 4: What is your sex?**

**FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)**

SEX	
MALE.....	2727
COL PRCT.....	86.5%
FEMALE.....	424
COL PRCT.....	13.5%
TOTAL.....	3151

Variable Name: SEX86	Value Labels:
Col Position/Length: 4,1	1=Male
	2=Female

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 5: What is your race?

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

RACE	
INDIAN.....	21
COL PRCT.....	.7%
ASIAN.....	42
COL PRCT.....	1.3%
BLACK.....	312
COL PRCT.....	9.8%
HISPANIC.....	89
COL PRCT.....	2.8%
WHITE.....	2706
COL PRCT.....	85.4%
TOTAL.....	3170

Variable Name: RACE86  
Col Position/Length: 5,1

Value Labels:  
1=American Indian/Alaskan  
Native  
2=Asian/Pacific Islander  
3=Black,not of Hispanic  
Origin  
4=Hispanic  
5=White,not of Hispanic  
Origin

APPENDIX A  
1986 PROTEUS SURVEY CODEBOOK

Question 6: What is your major command headquarters?

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

MACOM	
FORSCOM.....	1288
COL PRCT.....	41.3%
TRADOC.....	924
COL PRCT.....	29.6%
EUROPE.....	283
COL PRCT.....	9.1%
WESTERN.....	257
COL PRCT.....	8.2%
KOREA.....	298
COL PRCT.....	9.6%
OTHER.....	69
COL PRCT.....	2.2%
TOTAL.....	3119

Variable Name: MACOM86  
Col Position/Length: 6,1

Value Labels:  
1=Forces Command  
2=Training & Doctrine  
Command  
3=U.S. Army Europe  
4=Western Command  
5=U.S. Army Korea  
6=Other

## APPENDIX A

### 1986 PROTEUS SURVEY CODEBOOK

Question 7: Which of the following applies to your present assignment?

#### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

BRANCH TYPE	
COMBAT ARMS.....	1626
COL PRCT.....	51.4%
COMBAT SUPPORT.....	619
COL PRCT.....	19.6%
COMBAT SERVICE SUPPORT'.	695
COL PRCT.....	22.0%
OTHER.....	226
COL PRCT.....	7.1%
TOTAL.....	3166

Variable Name: BRTYPE86    Value Labels:  
Col Position/Length: 7,1    1=Combat Arms  
                                 2=Combat Support  
                                 3=Combat Service Support  
                                 4=Other (e.g., graduate student)

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 8: Please indicate how satisfied you are with:  
Relationships with superior officers.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

RELS WITH SUPERIOR OFFICERS	
EXTREMELY SATISFIED.....	657
COL PRCT.....	20.7%
SATISFIED.....	1648
COL PRCT.....	52.0%
NEUTRAL.....	458
COL PRCT.....	14.4%
DISSATISFIED.....	310
COL PRCT.....	9.8%
EXTREMELY DISSATISFIED..	89
COL PRCT.....	2.8%
DONT KNOW.....	9
COL PRCT.....	.3%
TOTAL.....	3171

Variable Name: P86Q8  
Col Position/Length: 8,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 9: Please indicate how satisfied you are with:  
Relationships with peers.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

RELS WITH PEERS	
EXTREMELY SATISFIED.....	862
COL PRCT.....	27.5%
SATISFIED.....	1715
COL PRCT.....	54.7%
NEUTRAL.....	339
COL PRCT.....	10.8%
DISSATISFIED.....	172
COL PRCT.....	5.5%
EXTREMELY DISSATISFIED..	36
COL PRCT.....	1.1%
DONT KNOW.....	10
COL PRCT.....	.3%
TOTAL.....	3134

Variable Name: P86Q9  
Col Position/Length: 9,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 10: Please indicate how satisfied you are with:  
Relationships with NCO's.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

RELS WITH NCOS	
EXTREMELY SATISFIED.....	855
COL PRCT.....	27.1%
SATISFIED.....	1790
COL PRCT.....	56.8%
NEUTRAL.....	314
COL PRCT.....	10.0%
DISSATISFIED.....	143
COL PRCT.....	4.5%
EXTREMELY DISSATISFIED..	32
COL PRCT.....	1.0%
DONT KNOW.....	16
COL PRCT.....	.5%
TOTAL.....	3150

Variable Name: P86Q10  
Col Position/Length: 10,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 11: Please indicate how satisfied you are with:  
Relationships with troops and subordinates.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

RELS WITH TROOPS AND SUBS	
EXTREMELY SATISFIED.....	937
COL PRCT.....	29.6%
SATISFIED.....	1791
COL PRCT.....	56.6%
NEUTRAL.....	294
COL PRCT.....	9.3%
DISSATISFIED.....	88
COL PRCT.....	2.8%
EXTREMELY DISSATISFIED..	19
COL PRCT.....	.6%
DONT KNOW.....	34
COL PRCT.....	1.1%
TOTAL.....	3163

Variable Name: P86Q11  
Col Position/Length: 11,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 12: Please indicate how satisfied you are with:  
Personal relationships with the opposite sex:  
(e.g., spouse, fiance(e), other).

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

PERSONAL RELS WITH OPP SEX	
EXTREMELY SATISFIED.....	1299
COL PRCT.....	41.3%
SATISFIED.....	955
COL PRCT.....	30.3%
NEUTRAL.....	363
COL PRCT.....	11.5%
DISSATISFIED.....	341
COL PRCT.....	10.8%
EXTREMELY DISSATISFIED..	169
COL PRCT.....	5.4%
DONT KNOW.....	22
COL PRCT.....	.7%
TOTAL.....	3149

Variable Name: P86Q12  
Col Position/Length: 12,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 13: Please indicate how satisfied you are with:  
Work relationships with the opposite sex.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

WORK RELS WITH OPP SEX	
EXTREMELY SATISFIED.....	377
COL PRCT.....	12.0%
SATISFIED.....	1358
COL PRCT.....	43.1%
NEUTRAL.....	798
COL PRCT.....	25.3%
DISSATISFIED.....	131
COL PRCT.....	4.2%
EXTREMELY DISSATISFIED..	64
COL PRCT.....	2.0%
DONT KNOW.....	425
COL PRCT.....	13.5%
TOTAL.....	3153

Variable Name: P86Q13  
Col Position/Length: 13,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 14: Please indicate how satisfied you are with:  
Opportunities to engage in athletic pursuits  
or physical activities.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

OPPS TO ENGAGE IN PHYSICAL PURSUITS	
EXTREMELY SATISFIED.....	681
COL PRCT.....	21.7%
SATISFIED.....	1493
COL PRCT.....	47.5%
NEUTRAL.....	423
COL PRCT.....	13.4%
DISSATISFIED.....	409
COL PRCT.....	13.0%
EXTREMELY DISSATISFIED..	129
COL PRCT.....	4.1%
DONT KNOW.....	10
COL PRCT.....	.3%
TOTAL.....	3145

Variable Name: P86Q14  
Col Position/Length: 14,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 15: Please indicate how satisfied you are with:  
Policies relating to fraternization.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

POLS RELATED TO FRATERNIZATION	
EXTREMELY SATISFIED.....	389
COL PRCT.....	12.4%
SATISFIED.....	1376
COL PRCT.....	43.8%
NEUTRAL.....	887
COL PRCT.....	28.2%
DISSATISFIED.....	253
COL PRCT.....	8.0%
EXTREMELY DISSATISFIED..	100
COL PRCT.....	3.2%
DONT KNOW.....	139
COL PRCT.....	4.4%
TOTAL.....	3144

Variable Name: P86Q15  
Col Position/Length: 15,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 16: Please indicate how satisfied you are with:  
Policies relating to assignments/relocation.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

POLS RELATED TO ASSIGNMENTS	
EXTREMELY SATISFIED.....	242
COL PRCT.....	7.7%
SATISFIED.....	1145
COL PRCT.....	36.2%
NEUTRAL.....	754
COL PRCT.....	23.9%
DISSATISFIED.....	616
COL PRCT.....	19.5%
EXTREMELY DISSATISFIED..	330
COL PRCT.....	10.4%
DONT KNOW.....	74
COL PRCT.....	2.3%
TOTAL.....	3161

Variable Name: P86Q16  
Col Position/Length: 16,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

**APPENDIX A**  
**1986 PROTEUS SURVEY CODEBOOK**

**Question 17: Please indicate how satisfied you are with:  
Policies relating to dual relocation of spouses.**

**FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)**

<b>POLS RELATED TO DUAL RELOCATION</b>	
<b>EXTREMELY SATISFIED.....</b>	<b>194</b>
<b>COL PRCT.....</b>	<b>6.2%</b>
<b>SATISFIED.....</b>	<b>595</b>
<b>COL PRCT.....</b>	<b>18.9%</b>
<b>NEUTRAL.....</b>	<b>1296</b>
<b>COL PRCT.....</b>	<b>41.2%</b>
<b>DISSATISFIED.....</b>	<b>198</b>
<b>COL PRCT.....</b>	<b>6.3%</b>
<b>EXTREMELY DISSATISFIED..</b>	<b>113</b>
<b>COL PRCT.....</b>	<b>3.6%</b>
<b>DONT KNOW.....</b>	<b>746</b>
<b>COL PRCT.....</b>	<b>23.7%</b>
<b>TOTAL.....</b>	<b>3142</b>

**Variable Name: P86Q17**  
**Col Position/Length: 17,1**

**Value Labels:**  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 18: Please indicate how satisfied you are with:  
Time available to pursue personal life goals.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

TIME AVAIL FOR PERSONAL GOALS	
EXTREMELY SATISFIED.....	188
COL PRCT.....	5.9%
SATISFIED.....	925
COL PRCT.....	29.2%
NEUTRAL.....	739
COL PRCT.....	23.3%
DISSATISFIED.....	923
COL PRCT.....	29.1%
EXTREMELY DISSATISFIED..	322
COL PRCT.....	10.2%
DONT KNOW.....	71
COL PRCT.....	2.2%
TOTAL.....	3168

Variable Name: P86Q18  
Col Position/Length: 18,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 19: Please indicate how satisfied you are with:  
Policies relating to pregnancies for female  
officers.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

POLs RELATED TO PREG FOR OFFICERS	
EXTREMELY SATISFIED.....	112
COL PRCT.....	3.6%
SATISFIED.....	484
COL PRCT.....	15.4%
NEUTRAL.....	1269
COL PRCT.....	40.4%
DISSATISFIED.....	332
COL PRCT.....	10.6%
EXTREMELY DISSATISFIED..	186
COL PRCT.....	5.9%
DONT KNOW.....	757
COL PRCT.....	24.1%
TOTAL.....	3140

Variable Name: P86Q19  
Col Position/Length: 19,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 20: Please indicate how satisfied you are with:  
Command climate toward female officers.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

COMMAND CLIMATE TOWARD FEMALE OFFS	
EXTREMELY SATISFIED.....	177
COL PRCT.....	5.6%
SATISFIED.....	879
COL PRCT.....	27.8%
NEUTRAL.....	1060
COL PRCT.....	33.5%
DISSATISFIED.....	421
COL PRCT.....	13.3%
EXTREMELY DISSATISFIED..	137
COL PRCT.....	4.3%
DONT KNOW.....	491
COL PRCT.....	15.5%
TOTAL.....	3165

Variable Name: P86Q20  
Col Position/Length: 20,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 21: Please indicate how satisfied you are with:  
Support received from family/friends for my  
career in military.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

SUPPORT FROM FAM/FRIENDS FOR CAREER	
EXTREMELY SATISFIED.....	1245
COL PRCT.....	39.6%
SATISFIED.....	1316
COL PRCT.....	41.8%
NEUTRAL.....	384
COL PRCT.....	12.2%
DISSATISFIED.....	137
COL PRCT.....	4.4%
EXTREMELY DISSATISFIED..	42
COL PRCT.....	1.3%
DONT KNOW.....	22
COL PRCT.....	.7%
TOTAL.....	3146

Variable Name: P86Q21  
Col Position/Length: 21,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 22: Please indicate how satisfied you are with:  
Support received from my branch assignment  
officer at MILPERCEN.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

SUPPORT FROM BRANCH ASSIGN OFFICER	
EXTREMELY SATISFIED.....	359
COL PRCT.....	11.4%
SATISFIED.....	1023
COL PRCT.....	32.5%
NEUTRAL.....	846
COL PRCT.....	26.8%
DISSATISFIED.....	466
COL PRCT.....	14.8%
EXTREMELY DISSATISFIED..	296
COL PRCT.....	9.4%
DONT KNOW.....	162
COL PRCT.....	5.1%
TOTAL.....	3152

Variable Name: P86Q22  
Col Position/Length: 22,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 23: Overall, how satisfied are you with your life as an officer?

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

OVERALL SATISFACTION WITH LIFE AS OFFICER	
EXTREMELY SATISFIED.....	731
COL PRCT.....	23.2%
SATISFIED.....	1609
COL PRCT.....	51.0%
NEUTRAL.....	424
COL PRCT.....	13.4%
DISSATISFIED.....	303
COL PRCT.....	9.6%
EXTREMELY DISSATISFIED..	85
COL PRCT.....	2.7%
DONT KNOW.....	4
COL PRCT.....	.1%
TOTAL.....	3156

Variable Name: P86Q23  
Col Position/Length: 23,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 24: Overall, how satisfied are you with your career progress in the military (assignments, developmental experiences, etc.)?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

OVERALL SAT WITH CAREER PROGRESS	
EXTREMELY SATISFIED.....	756
COL PRCT.....	24.0%
SATISFIED.....	1461
COL PRCT.....	46.4%
NEUTRAL.....	414
COL PRCT.....	13.2%
DISSATISFIED.....	393
COL PRCT.....	12.5%
EXTREMELY DISSATISFIED..	111
COL PRCT.....	3.5%
DONT KNOW.....	13
COL PRCT.....	.4%
TOTAL.....	3148

Variable Name: P86Q24  
Col Position/Length: 24,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 25: Overall, how satisfied are you with your personal life at the present time?

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

OVERALL SAT WITH PERSONAL LIFE AT PRESENT	
EXTREMELY SATISFIED.....	768
COL PRCT.....	24.5%
SATISFIED.....	1443
COL PRCT.....	46.0%
NEUTRAL.....	436
COL PRCT.....	13.9%
DISSATISFIED.....	380
COL PRCT.....	12.1%
EXTREMELY DISSATISFIED..	94
COL PRCT.....	3.0%
DONT KNOW.....	19
COL PRCT.....	.6%
TOTAL.....	3140

Variable Name: P86Q25  
Col Position/Length: 25,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 26: I identify strongly with career.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

I IDENTIFY STRONGLY WITH MY CAREER	
STRONGLY AGREE.....	1144
COL PRCT.....	36.2%
AGREE.....	1186
COL PRCT.....	37.5%
NEUTRAL.....	478
COL PRCT.....	15.1%
DISAGREE.....	241
COL PRCT.....	7.6%
STRONGLY DISAGREE.....	85
COL PRCT.....	2.7%
DONT KNOW.....	26
COL PRCT.....	.8%
TOTAL.....	3160

Variable Name: P86Q26  
Col Position/Length: 26,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neutral  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 27: My career gives me a sense of well-being.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

CAREER GIVES WELL BEING STRONGLY AGREE.....	949
COL PRCT.....	30.0%
AGREE.....	1429
COL PRCT.....	45.2%
NEUTRAL.....	461
COL PRCT.....	14.6%
DISAGREE.....	244
COL PRCT.....	7.7%
STRONGLY DISAGREE.....	75
COL PRCT.....	2.4%
DONT KNOW.....	5
COL PRCT.....	.2%
TOTAL.....	3163

Variable Name: P86Q27  
Col Position/Length: 27,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neutral  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 28: I get a sense of pride from my career.

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

I GET SENSE OF PRIDE FROM CAREER	
STRONGLY AGREE.....	1512
COL PRCT.....	48.0%
AGREE.....	1237
COL PRCT.....	39.2%
NEUTRAL.....	257
COL PRCT.....	8.2%
DISAGREE.....	88
COL PRCT.....	2.8%
STRONGLY DISAGREE.....	34
COL PRCT.....	1.1%
DONT KNOW.....	24
COL PRCT.....	.8%
TOTAL.....	3152

Variable Name: P86Q28  
Col Position/Length: 28,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neutral  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 29: My career is very important to me, compared to other areas of my life.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

CAREER IS IMPORTANT	
STRONGLY AGREE.....	862
COL PRCT.....	27.3%
AGREE.....	1344
COL PRCT.....	42.6%
NEUTRAL.....	560
COL PRCT.....	17.7%
DISAGREE.....	304
COL PRCT.....	9.6%
STRONGLY DISAGREE.....	82
COL PRCT.....	2.6%
DONT KNOW.....	6
COL PRCT.....	.2%
TOTAL.....	3158

Variable Name: P86Q29  
Col Position/Length: 29,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neutral  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 30: I would probably begin by starting with my career, if I were to describe myself to someone.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

DESCRIBE SELF WITH CAREER	
STRONGLY AGREE.....	893
COL PRCT.....	28.4%
AGREE.....	1159
COL PRCT.....	36.8%
NEUTRAL.....	477
COL PRCT.....	15.2%
DISAGREE.....	430
COL PRCT.....	13.7%
STRONGLY DISAGREE.....	135
COL PRCT.....	4.3%
DONT KNOW.....	52
COL PRCT.....	1.7%
TOTAL.....	3146

Variable Name: PB6Q30  
Col Position/Length: 30,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neutral  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 31: Were I to rank all of the things that I do, those things related to my career would be at or near the top.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

CAREER AT OR NEAR TOP OF RANKING	
STRONGLY AGREE.....	925
COL PRCT.....	29.4%
AGREE.....	1384
COL PRCT.....	43.9%
NEUTRAL.....	430
COL PRCT.....	13.6%
DISAGREE.....	309
COL PRCT.....	9.8%
STRONGLY DISAGREE.....	84
COL PRCT.....	2.7%
DONT KNOW.....	19
COL PRCT.....	.6%
TOTAL.....	3151

Variable Name: P86Q31  
Col Position/Length: 31,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neutral  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 32: Which of the following best describes your career intentions at the present time?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

CAREER INTENTIONS	
UNTIL RETIREMENT.....	1079
COL PRCT.....	34.7%
BEYOND OBLIGATION.....	976
COL PRCT.....	31.4%
UNDECIDED.....	582
COL PRCT.....	18.7%
PROBABLY LEAVE.....	233
COL PRCT.....	7.5%
DEFINITELY LEAVE.....	241
COL PRCT.....	7.7%
TOTAL.....	3111

Variable Name: P86Q32  
Col Position/Length: 32,1

Value Labels:  
1=I plan to stay in the  
Army until retirement  
2=I plan to stay in the  
Army beyond my obligation  
but am undecided about  
staying until retirement  
3=I am undecided whether  
or not I will stay in  
the Army upon completion  
of my obligation  
4=I will probably leave  
the Army upon completion  
of my obligation  
5=I will definitely leave  
the Army upon completion  
of my obligation

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 33: Overall, how would you describe your adjustment to the role of an Army officer?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ADJUSTMENT TO OFFICER ROLE	
VERY WELL.....	1760
COL PRCT.....	56.6%
ADJUSTED.....	1136
COL PRCT.....	36.6%
NEUTRAL.....	137
COL PRCT.....	4.4%
NOT WELL.....	61
COL PRCT.....	2.0%
DONT KNOW.....	14
COL PRCT.....	.5%
TOTAL.....	3108

Variable Name: P86Q33  
Col Position/Length: 33,1

Value Labels:  
1=Very well Adjusted  
2=Adjusted  
3=Neutral  
4=Not well Adjusted  
5=Don't Know



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 34: Please indicate your present marital status:

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

MARITAL STATUS	
SINGLE.....	1016
COL PRCT.....	32.7%
ENGAGED.....	212
COL PRCT.....	6.8%
MARRIED.....	1728
COL PRCT.....	55.7%
SEPARATED.....	56
COL PRCT.....	1.8%
DIVORCED.....	87
COL PRCT.....	2.8%
WIDOWED.....	4
COL PRCT.....	.1%
TOTAL.....	3103

Variable Name: P86Q34  
Col Position/Length: 34,1

Value Labels:  
1=Single  
2=Formally Engaged  
3=Married  
4=Legally Separated  
5=Divorced  
6=Widow(er)

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 35: If married, please indicate the work and family plans you and your spouse have discussed:

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

WORK AND FAMILY PLANS	
ARMY NO KIDS.....	153
COL PRCT.....	7.0%
ARMY AND KIDS.....	1199
COL PRCT.....	54.5%
CIVILIAN NO KIDS.....	75
COL PRCT.....	3.4%
CIVILIAN AND KIDS.....	376
COL PRCT.....	17.1%
KIDS AFTER ARMY.....	68
COL PRCT.....	3.1%
NO PLANS.....	55
COL PRCT.....	2.5%
DNA.....	273
COL PRCT.....	12.4%
TOTAL.....	2199

Variable Name: P86Q35  
Col Position/Length: 35,1

Value Labels:  
1=Plan a military career  
but not have children  
2=Plan a military career  
and have children  
3=Plan a career after the  
military and not have  
children  
4=Plan a career after  
the military and have  
children  
5=Plan to have children after  
leaving the Army  
6=Do not have any work and  
family plans  
7=Does not apply; I am not  
married

APPENDIX A

1986 PROTEUS SURVEY CODEBOOK

Question 36: If married, do you have any children (or are you currently expecting)?

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

HAVE OR EXPECTING CHILDREN	
YES.....	1068
COL PRCT.....	53.6%
NO.....	924
COL PRCT.....	46.4%
TOTAL.....	1992

Variable Name: P86Q36  
Col Position/Length: 36,1

Value Labels:  
1=Yes  
2=No

## APPENDIX A

### 1986 PROTEUS SURVEY CODEBOOK

Question 37: In career planning, I try to assess my own strengths, weaknesses, and interests.

#### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

I TRY TO ASSESS SELF	
A GREAT DEAL.....	2012
COL PRCT.....	73.7%
SOME.....	586
COL PRCT.....	21.5%
VERY LITTLE.....	94
COL PRCT.....	3.4%
NONE.....	37
COL PRCT.....	1.4%
TOTAL.....	2729

Variable Name: P86Q37  
Col Position/Length: 37,1

Value Labels:  
1=A great deal  
2=Some  
3=Very little  
4=None

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 38: In career planning, superior officers have helped to assess my strengths, weaknesses, and interests.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

SUPERIORS HELP ASSESS SELF	
A GREAT DEAL.....	515
COL PRCT.....	18.8%
SOME.....	1318
COL PRCT.....	48.2%
VERY LITTLE.....	705
COL PRCT.....	25.8%
NONE.....	199
COL PRCT.....	7.3%
TOTAL.....	2737

Variable Name: P86Q38  
Col Position/Length: 38,1

Value Labels:  
1=A great deal  
2=Some  
3=Very little  
4=None

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 39: In career planning, I try to get information about career opportunities.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

I TRY TO GET CAREER OPP INFO	
A GREAT DEAL.....	1542
COL PRCT.....	56.1%
SOME.....	973
COL PRCT.....	35.4%
VERY LITTLE.....	194
COL PRCT.....	7.1%
NONE.....	41
COL PRCT.....	1.5%
TOTAL.....	2750

Variable Name: P86Q39  
Col Position/Length: 39,1

Value Labels:  
1=A great deal  
2=Some  
3=Very little  
4=None

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 40: In career planning, superior officers have helped to get information about career opportunities.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

SUPERIORS HELP GET CAREER OPP INFO	
A GREAT DEAL.....	384
COL PRCT.....	14.1%
SOME.....	1145
COL PRCT.....	42.1%
VERY LITTLE.....	861
COL PRCT.....	31.7%
NONE.....	329
COL PRCT.....	12.1%
TOTAL.....	2719

Variable Name: P86Q40  
Col Position/Length: 40,1

Value Labels:  
1=A great deal  
2=Some  
3=Very little  
4=None

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 41: In career planning, I set personal career goals.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

I SET PERSONAL CAREER GOALS	
A GREAT DEAL.....	1773
COL PRCT.....	64.6%
SOME.....	803
COL PRCT.....	29.3%
VERY LITTLE.....	137
COL PRCT.....	5.0%
NONE.....	30
COL PRCT.....	1.1%
TOTAL.....	2743

Variable Name: P86Q41  
Col Position/Length: 41,1

Value Labels:  
1=A great deal  
2=Some  
3=Very little  
4=None



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 42: In career planning, superior officers have helped to set career goals.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

SUPERIORS HELP SET CAREER GOALS	
A GREAT DEAL.....	271
COL PRCT.....	10.0%
SOME.....	1143
COL PRCT.....	42.1%
VERY LITTLE.....	882
COL PRCT.....	32.5%
NONE.....	421
COL PRCT.....	15.5%
TOTAL.....	2717

Variable Name: PB6Q42  
Col Position/Length: 42,1

Value Labels:  
1=A great deal  
2=Some  
3=Very little  
4=None

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 43: In career planning, I develop plans and strategies for achieving career goals.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

I DEVELOP CAREER PLANS	
A GREAT DEAL.....	1384
COL PRCT.....	50.5%
SOME.....	1030
COL PRCT.....	37.6%
VERY LITTLE.....	269
COL PRCT.....	9.8%
NONE.....	58
COL PRCT.....	2.1%
TOTAL.....	2741

Variable Name: P86Q43  
Col Position/Length: 43,1

Value Labels:  
1=A great deal  
2=Some  
3=Very little  
4=None

## APPENDIX A

### 1986 PROTEUS SURVEY CODEBOOK

Question 44: In career planning, superior officers have helped me to develop plans and strategies for achieving career goals.

#### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

SUPERIORS HELP WITH CAREER PLANS	
1 A GREAT DEAL.....	251
COL PRCT.....	9.1%
2 SOME.....	1114
COL PRCT.....	40.4%
3 VERY LITTLE.....	910
COL PRCT.....	33.0%
4 NONE.....	481
COL PRCT.....	17.5%
TOTAL.....	2756

Variable Name: P86Q44  
Col Position/Length: 44,1

Value Labels:  
1=A great deal  
2=Some  
3=Very little  
4=None

## APPENDIX A

### 1986 PROTEUS SURVEY CODEBOOK

Question 45: How far ahead have you been planning your career as an officer?

#### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

YEARS PLANNING AHEAD	
UP TO 5.....	1385
COL PRCT.....	49.7%
UP TO 13.....	849
COL PRCT.....	30.5%
UP TO 20.....	376
COL PRCT.....	13.5%
NO CAREER PLANS.....	174
COL PRCT.....	6.3%
TOTAL.....	2784

Variable Name: P86Q45  
Col Position/Length: 45,1

Value Labels:  
1=Short term  
(up to 5 years)  
2=Mid range  
(up to 13 years)  
3=Long range  
(up to 20 years or more)  
4=I do not have career plans

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 46: Overall, how would you describe your adjustment to the life-style in the Army?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ADJUSTMENT TO ARMY LIFESTYLE	
VERY WELL ADJUSTED.....	1187
COL PRCT.....	46.3%
ADJUSTED.....	1056
COL PRCT.....	41.2%
NEUTRAL.....	201
COL PRCT.....	7.8%
NOT WELL ADJUSTED.....	103
COL PRCT.....	4.0%
DONT KNOW.....	16
COL PRCT.....	.6%
TOTAL.....	2563

Variable Name: P86Q46  
Col Position/Length: 46,1

Value Labels:  
1=Very well Adjusted  
2=Adjusted  
3=Neutral  
4=Not well Adjusted  
5=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 47: How committed is your spouse or fiance(e) to an Army life-style?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

SPOUSE COMMITMENT TO ARMY	
EXTREMELY COMMITTED.....	453
COL PRCT.....	25.0%
COMMITTED.....	733
COL PRCT.....	40.5%
NEUTRAL.....	376
COL PRCT.....	20.8%
UNCOMMITTED.....	150
COL PRCT.....	8.3%
EXTREMELY UNCOMMITTED....	70
COL PRCT.....	3.9%
DONT KNOW.....	27
COL PRCT.....	1.5%
TOTAL.....	1809

Variable Name: P86Q47  
Col Position/Length: 47,1

Value Labels:  
1=Extremely Committed  
2=Committed  
3=Neutral  
4=Uncommitted  
5=Extremely Uncommitted  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 48: How committed is your spouse or fiancé(e) to supporting your career as an officer?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

SPOUSE COMMITMENT TO YOUR CAREER AS OFFICER	
EXTREMELY COMMITTED.....	653
COL PRCT.....	36.3%
COMMITTED.....	765
COL PRCT.....	42.5%
NEUTRAL.....	249
COL PRCT.....	13.8%
UNCOMMITTED.....	76
COL PRCT.....	4.2%
EXTREMELY UNCOMMITTED...	32
COL PRCT.....	1.8%
DONT KNOW.....	25
COL PRCT.....	1.4%
TOTAL.....	1800

Variable Name: P86Q48  
Col Position/Length: 48,1

Value Labels:  
1=Extremely Committed  
2=Committed  
3=Neutral  
4=Uncommitted  
5=Extremely Uncommitted  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 49: How compatible is your career as an Army officer with your spouse's or fiancé's career?

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

COMPATIBILITY BETWEEN CAREERS	
EXTREMELY COMPATIBLE....	310
COL PRCT.....	17.3%
COMPATIBLE.....	596
COL PRCT.....	33.2%
UNSURE.....	255
COL PRCT.....	14.2%
INCOMPATIBLE.....	254
COL PRCT.....	14.2%
EXTREMELY INCOMPATIBLE..	91
COL PRCT.....	5.1%
DNA.....	288
COL PRCT.....	16.1%
TOTAL.....	1794

Variable Name: P86Q49  
Col Position/Length: 49,1

Value Labels:  
1=Extremely Compatible  
2=Compatible  
3=Unsure  
4=Incompatible  
5=Extremely Incompatible  
6=Does not apply



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 50: How many children do you have either living with you or not? (Natural, step, foster, etc).

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

TOTAL CHILDREN	
NONE.....	865
COL PRCT.....	47.6%
ONE.....	489
COL PRCT.....	26.9%
TWO.....	340
COL PRCT.....	18.7%
THREE.....	98
COL PRCT.....	5.4%
FOUR OR MORE.....	27
COL PRCT.....	1.5%
TOTAL.....	1819

Variable Name: P86Q50  
Col Position/Length: 50,1

Value Labels:  
1=None  
2=One  
3=Two  
4=Three  
5=Four or more

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 51: Please indicate how satisfied you are with:  
Opportunities to socialize and develop personal  
relationships.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

OPPS TO SOCIALIZE	
EXTREMELY SATISFIED.....	295
COL PRCT.....	11.8%
SATISFIED.....	1013
COL PRCT.....	40.5%
NEUTRAL.....	573
COL PRCT.....	22.9%
DISSATISFIED.....	434
COL PRCT.....	17.4%
EXTREMELY DISSATISFIED..	168
COL PRCT.....	6.7%
DONT KNOW.....	18
COL PRCT.....	.7%
TOTAL.....	2501

Variable Name: P86Q51  
Col Position/Length: 51,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 52: Please indicate how satisfied you are with:  
Present marital status.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

PRESENT MARITAL STATUS	
EXTREMELY SATISFIED.....	1071
COL PRCT.....	43.3%
SATISFIED.....	650
COL PRCT.....	26.3%
NEUTRAL.....	422
COL PRCT.....	17.1%
DISSATISFIED.....	200
COL PRCT.....	8.1%
EXTREMELY DISSATISFIED..	64
COL PRCT.....	2.6%
DONT KNOW.....	67
COL PRCT.....	2.7%
TOTAL.....	2474

Variable Name: P86Q52  
Col Position/Length: 52,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 53: Please indicate how satisfied you are with:  
Living conditions/quarters.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

LIVING CONDITIONS	
EXTREMELY SATISFIED.....	641
COL PRCT.....	25.8%
SATISFIED.....	1051
COL PRCT.....	42.3%
NEUTRAL.....	341
COL PRCT.....	13.7%
DISSATISFIED.....	290
COL PRCT.....	11.7%
EXTREMELY DISSATISFIED..	148
COL PRCT.....	6.0%
DONT KNOW.....	15
COL PRCT.....	.6%
TOTAL.....	2486

Variable Name: P86Q53  
Col Position/Length: 53,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 54: Please indicate how satisfied you are with:  
Leave time.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

LEAVE TIME	
EXTREMELY SATISFIED.....	439
COL PRCT.....	17.6%
SATISFIED.....	1171
COL PRCT.....	46.9%
NEUTRAL.....	497
COL PRCT.....	19.9%
DISSATISFIED.....	276
COL PRCT.....	11.0%
EXTREMELY DISSATISFIED..	98
COL PRCT.....	3.9%
DONT KNOW.....	17
COL PRCT.....	.7%
TOTAL.....	2498

Variable Name: P86Q54  
Col Position/Length: 54,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 55: Please indicate how satisfied you are with:  
Recreational opportunities.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

RECREATIONAL OPPS	
EXTREMELY SATISFIED.....	433
COL PRCT.....	17.5%
SATISFIED.....	1045
COL PRCT.....	42.2%
NEUTRAL.....	447
COL PRCT.....	18.0%
DISSATISFIED.....	412
COL PRCT.....	16.6%
EXTREMELY DISSATISFIED..	128
COL PRCT.....	5.2%
DONT KNOW.....	12
COL PRCT.....	.5%
TOTAL.....	2477

Variable Name: P86Q55  
Col Position/Length: 55,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 56: Please indicate how satisfied you are with:  
Free time for social/recreational pursuits.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

FREE TIME FOR SOC OR REC PURSUITS	
EXTREMELY SATISFIED.....	317
COL PRCT.....	12.7%
SATISFIED.....	921
COL PRCT.....	36.9%
NEUTRAL.....	498
COL PRCT.....	20.0%
DISSATISFIED.....	514
COL PRCT.....	20.6%
EXTREMELY DISSATISFIED..	223
COL PRCT.....	8.9%
DONT KNOW.....	21
COL PRCT.....	.8%
TOTAL.....	2494

Variable Name: P86Q56  
Col Position/Length: 56,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 57: Please indicate how satisfied you are with:  
Present social relations (in general).

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

PRESENT SOCIAL RELS	
EXTREMELY SATISFIED.....	298
COL PRCT.....	12.1%
SATISFIED.....	1239
COL PRCT.....	50.1%
NEUTRAL.....	488
COL PRCT.....	19.7%
DISSATISFIED.....	358
COL PRCT.....	14.5%
EXTREMELY DISSATISFIED..	82
COL PRCT.....	3.3%
DONT KNOW.....	7
COL PRCT.....	.3%
TOTAL.....	2472

Variable Name: P86Q57  
Col Position/Length: 57,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neutral  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 58: How many different people functioned as role models for you?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ROLE MODELS	
NONE.....	259
COL PRCT.....	11.4%
ONE.....	399
COL PRCT.....	17.6%
TWO TO FOUR.....	1392
COL PRCT.....	61.2%
FIVE OR MORE.....	223
COL PRCT.....	9.8%
TOTAL.....	2273

Variable Name: P86Q58  
Col Position/Length: 58,1

Value Labels:  
1=None  
2=One  
3=Two to Four  
4=Five or More

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 59: To what extent do you believe that role models are important for your professional development?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ROLE MODELS IMPORTANT	
NOT AT ALL.....	115
COL PRCT.....	5.0%
SMALL EXTENT.....	298
COL PRCT.....	13.0%
MODERATE EXTENT.....	735
COL PRCT.....	32.0%
GREAT EXTENT.....	1123
COL PRCT.....	48.8%
NO OPINION.....	28
COL PRCT.....	1.2%
TOTAL.....	2299

Variable Name: P86Q59  
Col Position/Length: 59,1

Value Labels:  
1=Not at all  
2=To a Small Extent  
3=To a Moderate Extent  
4=To a Great Extent  
5=No Opinion

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 60: Was there one specific person who you remember as a mentor--someone who had a much greater impact on your orientation to the Army than others?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

HAD MENTOR	
NO.....	734
COL PRCT.....	33.3%
YES.....	1469
COL PRCT.....	66.7%
TOTAL.....	2203

Variable Name: P86Q60  
Col Position/Length: 60,1

Value Labels:  
1=No--Go to Ques 66  
2=Yes--Continue with  
Ques 61-65

## APPENDIX A

### 1986 PROTEUS SURVEY CODEBOOK

Question 61: (If yes on question 60, otherwise skip to question 66) Your mentor was:

#### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

SEX OF MENTOR	
MALE.....	1439
COL PRCT.....	91.2%
FEMALE.....	139
COL PRCT.....	8.8%
TOTAL.....	1578

Variable Name: P86Q61  
Col Position/Length: 61,1

Value Labels:  
1=Male  
2=Female

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 62: Your mentor was:

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

MENTOR	
YOUR RATER.....	686
COL PRCT.....	41.5%
YOUR SENIOR RATER.....	466
COL PRCT.....	28.2%
A PEER.....	90
COL PRCT.....	5.4%
ANOTHER OFFICER.....	260
COL PRCT.....	15.7%
KEY NCO.....	96
COL PRCT.....	5.8%
OTHER.....	54
COL PRCT.....	3.3%
TOTAL.....	1652

Variable Name: P86Q62  
Col Position/Length: 62,1

Value Labels:  
1=Your Rater (e.g., company  
Battery, Troop Commander,  
etc.)  
2=Your Senior Rater  
(e.g. Battalion Commander  
BN XO)  
3=A Peer (Another LT with  
more experience)  
4=Another Officer Not in  
your Chain of Command  
5=A Key NCO (e.g. Platoon  
SGT, First SGT, etc.)  
6=Other (Spouse, Civilian  
Friend, Clergy, etc.)

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 63: How did your mentor help; that is, what was the most important kind of assistance given?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

MENTOR HELP	
JOB RELATED.....	831
COL PRCT.....	51.1%
CAREER PLANNING.....	361
COL PRCT.....	22.2%
PERSONAL AND SOCIAL.....	223
COL PRCT.....	13.7%
MORAL AND ETHICAL.....	211
COL PRCT.....	13.0%
TOTAL.....	1626

Variable Name: PB6Q63  
Col Position/Length: 63,1

Value Labels:  
1=Job Related Guidance  
2=Career Planning Guidance  
3=Personal/Social Guidance  
4=Moral/Ethical Guidance

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 64: How important was this help for you at this point in your life?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

MENTOR IMPORTANT	
NOT TOO IMPORTANT.....	73
COL PRCT.....	4.5%
SOMEWHAT IMPORTANT.....	312
COL PRCT.....	19.3%
VERY IMPORTANT.....	934
COL PRCT.....	57.8%
ESSENTIAL.....	276
COL PRCT.....	17.1%
NOT SURE.....	21
COL PRCT.....	1.3%
TOTAL.....	1616

Variable Name: P86Q64  
Col Position/Length: 64,1

Value Labels:  
1=Not too Important  
2=Somewhat Important  
3=Very Important  
4=Essential, Indispensable  
5=Not Sure

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 65: To what extent do you believe mentor relationships are personally desirable within a military organization?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

MENTORS DESIRABLE	
NOT AT ALL.....	108
COL PRCT.....	6.2%
SMALL EXTENT.....	148
COL PRCT.....	8.5%
MODERATE EXTENT.....	458
COL PRCT.....	26.3%
GREAT EXTENT.....	1009
COL PRCT.....	58.0%
NO OPINION.....	17
COL PRCT.....	1.0%
TOTAL.....	1740

Variable Name: P86Q65  
Col Position/Length: 65,1

Value Labels:  
1=Not at All  
2=To a Small Extent  
3=To a Moderate Extent  
4=To a Great Extent  
5=No Opinion



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 66: How would you describe your physical fitness stature at this time?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

FITNESS	
CAN MEET MAX STANDARDS..	743
COL PRCT.....	32.9%
CLOSE TO MAX STANDARDS..	913
COL PRCT.....	40.4%
BETTER THAN MIN.....	493
COL PRCT.....	21.8%
CAN MEET MIN.....	83
COL PRCT.....	3.7%
CANNOT MEET MIN.....	26
COL PRCT.....	1.2%
TOTAL.....	2258

Variable Name: P86Q66  
Col Position/Length: 66,1

Value Labels:  
1=Can obtain maximum physical fitness standards required by the Army  
2=Can obtain very close to the maximum physical fitness standards  
3=Can obtain better than minimum physical fitness standards  
4=Can obtain minimum physical fitness standards required by the Army  
5=Cannot perform the minimum physical fitness standards

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 67: How would you describe your weight control stature at this time?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

WEIGHT	
WELL WITHIN STANDARDS...	1372
COL PRCT.....	61.6%
WITHIN STANDARDS.....	548
COL PRCT.....	24.6%
BARELY WITHIN STANDARDS.	219
COL PRCT.....	9.8%
PROBLEMS MEETING	
STANDARDS.....	89
COL PRCT.....	4.0%
TOTAL.....	2228

Variable Name: P86Q67  
Col Position/Length: 67,1

Value Labels:  
1=Well within the weight standards set for my age and job  
2=Within the weight standards set for my age and job  
3=Barely within the weight standards set for my age and job  
4=I have had problems meeting the weight control requirements

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 68: Have you been treated any more kindly or harshly in your job because of your race, sex, or ethnic origin?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

DIFF TREATMENT	
MORE KINDLY RACE.....	91
COL PRCT.....	4.1%
MORE HARSHLY RACE.....	150
COL PRCT.....	6.7%
MORE KINDLY SEX.....	76
COL PRCT.....	3.4%
MORE HARSHLY SEX.....	124
COL PRCT.....	5.5%
MORE KINDLY ETHNIC	
ORIGIN.....	7
COL PRCT.....	.3%
MORE HARSHLY ETHNIC	
ORIGIN.....	36
COL PRCT.....	1.6%
NOT DIFFERENTLY.....	1761
COL PRCT.....	78.4%
TOTAL.....	2245

Variable Name: P86Q68  
Col Position/Length: 68,1

Value Labels:  
1=I have been treated more kindly due to my race.  
2=I have been treated more harshly due to my race.  
3=I have been treated more kindly due to my sex.  
4=I have been treated more harshly due to my sex.  
5=I have been treated more kindly due to my ethnic origin.  
6=I have been treated more harshly due to my ethnic origin.  
7=I do not believe that I have been treated any differently.

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 69: The differential treatment I have received  
has primarily involved?

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

DIFF TREATMENT BY SUPERIOR OFFICERS.....	274
COL PRCT.....	12.1%
PEERS.....	78
COL PRCT.....	3.4%
NCOS.....	59
COL PRCT.....	2.6%
BOTH 1 AND 2.....	99
COL PRCT.....	4.4%
BOTH 1 AND 3.....	76
COL PRCT.....	3.3%
BOTH 2 AND 3.....	25
COL PRCT.....	1.1%
DOES NOT APPLY.....	1658
COL PRCT.....	73.1%
TOTAL.....	2269

Variable Name: P86Q69  
Col Position/Length: 69,1

Value Labels:  
1=Superior Officers  
2=Peers  
3=NCO's  
4=Combination of a and b  
5=Combination of a and c  
6=Combination of b and c  
7=Does not apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 70: Do you perceive that pregnant female officers will be viewed differently (e.g. receiving unfair amount of time off, less likely to be assigned undesirable extra duties, less career enhancing duty assignments)?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

PREGNANT OFFICERS VIEWED DIFFERENTLY	
STRONGLY AGREE.....	603
COL PRCT.....	27.7%
AGREE.....	793
COL PRCT.....	36.4%
NEUTRAL.....	556
COL PRCT.....	25.5%
DISAGREE.....	183
COL PRCT.....	8.4%
STRONGLY DISAGREE.....	45
COL PRCT.....	2.1%
TOTAL.....	2180

Variable Name: P86Q70  
Col Position/Length: 70,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neutral  
4=Disagree  
5=Strongly Disagree

## APPENDIX A

### 1986 PROTEUS SURVEY CODEBOOK

Question 71: Are you aware of the Army's Combat Exclusion Policy for female soldiers (units and specialties closed to women)?

#### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

KNOW ABOUT COMBAT EXCLUSION	
YES.....	1981
COL PRCT.....	93.0%
NO.....	148
COL PRCT.....	7.0%
TOTAL.....	2129

Variable Name: P86Q71  
Col Position/Length: 71,1

Value Labels:  
1=Yes  
2=No

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 72: Do you believe that this policy will have any impact on your Personal Army career development opportunities?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

COMBAT EX CAREER IMPACT	
YES.....	448
COL PRCT.....	20.6%
NO.....	1420
COL PRCT.....	65.4%
DO NOT KNOW.....	304
COL PRCT.....	14.0%
TOTAL.....	2172

Variable Name: P86Q72      Value Labels:  
 Col Position/Length: 72,1      1=Yes  
                                  2=No  
                                  3=Do not know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 73: Do you believe that this policy will have any impact on your personal commitment to an Army career?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

COMBAT EX COMMITMENT IMPACT	
DEFINITELY.....	148
COL PRCT.....	6.8%
PROBABLY.....	153
COL PRCT.....	7.0%
NEUTRAL.....	287
COL PRCT.....	13.2%
NOT LIKELY.....	1491
COL PRCT.....	68.7%
DO NOT KNOW.....	92
COL PRCT.....	4.2%
TOTAL.....	2171

Variable Name: P86Q73  
Col Position/Length: 73,1

Value Labels:  
1=Definitely  
2=Probably  
3=Neutral  
4=Not Likely  
5=Do Not Know



## APPENDIX A

### 1986 PROTEUS SURVEY CODEBOOK

Question 74: How effective are you in carrying out your duties  
in your present leadership role?

#### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

EFFECTIVE IN LEADER ROLE	
VERY EFFECTIVE.....	1103
COL PRCT.....	56.0%
EFFECTIVE.....	770
COL PRCT.....	39.1%
INEFFECTIVE.....	49
COL PRCT.....	2.5%
DONT KNOW.....	48
COL PRCT.....	2.4%
TOTAL.....	1970

Variable Name: P86Q74  
Col Position/Length: 74,1

Value Labels:  
1=Very Effective  
2=Effective  
3=Ineffective  
4=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 75: How do you rate yourself in terms of leadership performance, relative to what you would expect at this time as a junior officer?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

SELF RATING OF LEADERSHIP	
TOP 10%.....	1096
COL PRCT.....	55.4%
2ND 10%.....	646
COL PRCT.....	32.6%
3RD 10%.....	149
COL PRCT.....	7.5%
4TH 10%.....	18
COL PRCT.....	.9%
5TH 10%.....	9
COL PRCT.....	.5%
BOTTOM 50%.....	21
COL PRCT.....	1.1%
DONT KNOW.....	40
COL PRCT.....	2.0%
TOTAL.....	1979

Variable Name: P86Q75  
Col Position/Length: 75,1

Value Labels:  
1=Top 10%  
2=2nd 10%  
3=3rd 10%  
4=4th 10%  
5=5th 10%  
6=Bottom 50%  
7=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 76: How effective is your unit in performing the tasks assigned to it?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

UNIT EFFECTIVENESS	
VERY EFFECTIVE.....	1126
COL PRCT.....	56.5%
EFFECTIVE.....	796
COL PRCT.....	39.9%
INEFFECTIVE.....	40
COL PRCT.....	2.0%
DONT KNOW.....	32
COL PRCT.....	1.6%
TOTAL.....	1994

Variable Name: P86Q76  
Col Position/Length: 76,1

Value Labels:  
1=Very Effective  
2=Effective  
3=Ineffective  
4=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 77: How would you rate your unit in terms of task accomplishments, relative to other units performing similar tasks?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

UNIT RATING	
TOP 10%.....	1182
COL PRCT.....	59.2%
2ND 10%.....	483
COL PRCT.....	24.2%
3RD 10%.....	159
COL PRCT.....	8.0%
4TH 10%.....	47
COL PRCT.....	2.4%
5TH 10%.....	17
COL PRCT.....	.9%
BOTTOM 50%.....	14
COL PRCT.....	.7%
DONT KNOW.....	95
COL PRCT.....	4.8%
TOTAL.....	1997

Variable Name: P86Q77  
 Col Position/Length: 77,1

Value Labels:  
 1=Top 10%  
 2=2nd 10%  
 3=3rd 10%  
 4=4th 10%  
 5=5th 10%  
 6=Bottom 50%  
 7=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 78: Extent contributed to unit performance:  
The skill of the unit leader.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

UNIT PERF DUE TO LEADER SKILL	
DID NOT CONTRIBUTE.....	69
COL PRCT.....	3.5%
MINIMAL CONTRIBUTION....	139
COL PRCT.....	7.1%
CONTRIBUTED SOMEWHAT....	498
COL PRCT.....	25.5%
CONTRIBUTED GREATLY.....	1189
COL PRCT.....	60.9%
DOES NOT APPLY.....	58
COL PRCT.....	3.0%
TOTAL.....	1953

Variable Name: P86Q78  
Col Position/Length: 78,1

Value Labels:  
1=Did not contribute at all  
2=Contributed only minimally  
3=Contributed somewhat  
4=Contributed greatly  
5=Don't know/can't evaluate

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 79: Extent contributed to unit performance:  
The skill of the unit subordinates.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

UNIT PERF DUE TO SUB SKILL	
DID NOT CONTRIBUTE.....	27
COL PRCT.....	1.4%
MINIMAL CONTRIBUTION....	100
COL PRCT.....	5.1%
CONTRIBUTED SOMEWHAT....	371
COL PRCT.....	18.9%
CONTRIBUTED GREATLY.....	1426
COL PRCT.....	72.6%
DOES NOT APPLY.....	40
COL PRCT.....	2.0%
TOTAL.....	1964

Variable Name: P86Q79  
Col Position/Length: 79,1

Value Labels:  
1=Did not contribute at all  
2=Contributed only minimally  
3=Contributed somewhat  
4=Contributed greatly  
5=Don't know/can't evaluate

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 80: Extent contributed to unit performance:  
Hard work on the part of the unit leader.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

UNIT PERF DUE TO LEADER WORK	
DID NOT CONTRIBUTE.....	52
COL PRCT.....	2.6%
MINIMAL CONTRIBUTION....	168
COL PRCT.....	8.4%
CONTRIBUTED SOMEWHAT....	606
COL PRCT.....	30.5%
CONTRIBUTED GREATLY.....	1100
COL PRCT.....	55.3%
DOES NOT APPLY.....	63
COL PRCT.....	3.2%
TOTAL.....	1989

Variable Name: P86Q80  
Col Position/Length: 80,1

Value Labels:  
1=Did not contribute at all  
2=Contributed only minimally  
3=Contributed somewhat  
4=Contributed greatly  
5=Don't know/can't evaluate

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 81: Extent contributed to unit performance:  
Hard work on the part of the unit subordinates.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

UNIT PERF DUE TO SUB WORK	
DID NOT CONTRIBUTE.....	58
COL PRCT.....	3.0%
MINIMAL CONTRIBUTION....	111
COL PRCT.....	5.7%
CONTRIBUTED SOMEWHAT....	296
COL PRCT.....	15.1%
CONTRIBUTED GREATLY.....	1454
COL PRCT.....	74.2%
DOES NOT APPLY.....	40
COL PRCT.....	2.0%
TOTAL.....	1959

Variable Name: P86Q81  
Col Position/Length: 81,1

Value Labels:  
1=Did not contribute at all  
2=Contributed only minimally  
3=Contributed somewhat  
4=Contributed greatly  
5=Don't know/can't evaluate



# APPENDIX A

## 1986 PROTEUS SURVEY HANDBOOK

Question 82: Extent contributed to unit performance:  
Good luck.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

UNIT PERF DUE TO GOOD LUCK	
DID NOT CONTRIBUTE.....	444
COL PRCT.....	22.5%
MINIMAL CONTRIBUTION....	622
COL PRCT.....	31.5%
CONTRIBUTED SOMEWHAT....	463
COL PRCT.....	23.4%
CONTRIBUTED GREATLY.....	149
COL PRCT.....	7.5%
DOES NOT APPLY.....	299
COL PRCT.....	15.1%
TOTAL.....	1977

Variable Name: P86Q82  
Col Position/Length: 82,1

Value Labels:  
1=Did not contribute at all  
2=Contributed only minimally  
3=Contributed somewhat  
4=Contributed greatly  
5=Don't know/can't evaluate

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 83: Extent contributed to unit performance:  
Bad luck.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

UNIT PERF DUE TO BAD LUCK	
DID NOT CONTRIBUTE.....	597
COL PRCT.....	30.4%
MINIMAL CONTRIBUTION....	614
COL PRCT.....	31.3%
CONTRIBUTED SOMEWHAT....	319
COL PRCT.....	16.3%
CONTRIBUTED GREATLY.....	105
COL PRCT.....	5.4%
DOES NOT APPLY.....	327
COL PRCT.....	16.7%
TOTAL.....	1962

Variable Name: P86Q83  
Col Position/Length: 83,1

Value Labels:  
1=Did not contribute at all  
2=Contributed only minimally  
3=Contributed somewhat  
4=Contributed greatly  
5=Don't know/can't evaluate

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 84: Rate how often you use the following strategies to influence subordinates: Made direct statements or requests without providing any explanations of the reasons behind such requests.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

COMMAND GAVE NO EXPLANATION	
ALWAYS.....	60
COL PRCT.....	3.0%
ALMOST ALWAYS.....	128
COL PRCT.....	6.4%
OFTEN.....	213
COL PRCT.....	10.7%
SOMETIMES.....	639
COL PRCT.....	32.2%
SELDOM.....	766
COL PRCT.....	38.6%
NEVER.....	165
COL PRCT.....	8.3%
DONT KNOW.....	14
COL PRCT.....	.7%
TOTAL.....	1985

Variable Name: PB6Q84  
Col Position/Length: 84,1

Value Labels:  
1=Always  
2=Almost Always  
3=Often  
4=Sometimes  
5=Seldom  
6=Never  
7=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 85: Rate how often you use the following strategies to influence subordinates: Made direct statements or requests, and backed them up by claiming to have superior skill or knowledge.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

COMMAND SAID HAD SUPERIOR KNOWLEDGE	
ALWAYS.....	44
COL PRCT.....	2.2%
ALMOST ALWAYS.....	92
COL PRCT.....	4.6%
OFTEN.....	142
COL PRCT.....	7.2%
SOMETIMES.....	357
COL PRCT.....	18.0%
SELDOM.....	668
COL PRCT.....	33.7%
NEVER.....	660
COL PRCT.....	33.2%
DONT KNOW.....	22
COL PRCT.....	1.1%
TOTAL.....	1985

Variable Name: P86Q85  
Col Position/Length: 85,1

Value Labels:  
1=Always  
2=Almost Always  
3=Often  
4=Sometimes  
5=Seldom  
6=Never  
7=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 86: Rate how often you use the following strategies to influence subordinates: Made direct statements or requests while also providing the reasons behind the requests.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

COMMAND GAVE REASONS	
ALWAYS.....	167
COL PRCT.....	8.3%
ALMOST ALWAYS.....	921
COL PRCT.....	45.8%
OFTEN.....	662
COL PRCT.....	32.9%
SOMETIMES.....	196
COL PRCT.....	9.8%
SELDOM.....	46
COL PRCT.....	2.3%
NEVER.....	6
COL PRCT.....	.3%
DONT KNOW.....	12
COL PRCT.....	.6%
TOTAL.....	2010

Variable Name: P86Q86  
Col Position/Length: 86,1

Value Labels:  
1=Always  
2=Almost Always  
3=Often  
4=Sometimes  
5=Seldom  
6=Never  
7=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 87: Rate how often you use the following strategies to influence subordinates: Did not make direct statements or requests, but hinted or made indirect side comments.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

GAVE INDIRECT COMMENTS	
ALWAYS.....	56
COL PRCT.....	2.8%
ALMOST ALWAYS.....	101
COL PRCT.....	5.1%
OFTEN.....	209
COL PRCT.....	10.5%
SOMETIMES.....	469
COL PRCT.....	23.5%
SELDOM.....	706
COL PRCT.....	35.3%
NEVER.....	420
COL PRCT.....	21.0%
DONT KNOW.....	37
COL PRCT.....	1.9%
TOTAL.....	1998

Variable Name: P86Q87  
Col Position/Length: 87,1

Value Labels:  
1=Always  
2=Almost Always  
3=Often  
4=Sometimes  
5=Seldom  
6=Never  
7=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 88: Rate how often you use the following strategies to influence subordinates: Threatened to use forms of punishment.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

THREATENED PUNISHMENT	
ALWAYS.....	40
COL PRCT.....	2.0%
ALMOST ALWAYS.....	83
COL PRCT.....	4.1%
OFTEN.....	90
COL PRCT.....	4.5%
SOMETIMES.....	251
COL PRCT.....	12.5%
SELDOM.....	730
COL PRCT.....	36.5%
NEVER.....	790
COL PRCT.....	39.5%
DONT KNOW.....	18
COL PRCT.....	.9%
TOTAL.....	2002

Variable Name: P86Q88  
Col Position/Length: 88,1

Value Labels:  
1=Always  
2=Almost Always  
3=Often  
4=Sometimes  
5=Seldom  
6=Never  
7=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 89: Rate how often you use the following strategies to influence subordinates: Used ingratiating tactics such as flattery or "apple polishing."

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

INGRATIATING TACTICS	
ALWAYS.....	56
COL PRCT.....	2.8%
ALMOST ALWAYS.....	79
COL PRCT.....	4.0%
OFTEN.....	127
COL PRCT.....	6.4%
SOMETIMES.....	259
COL PRCT.....	13.0%
SELDOM.....	545
COL PRCT.....	27.3%
NEVER.....	905
COL PRCT.....	45.3%
DONT KNOW.....	28
COL PRCT.....	1.4%
TOTAL.....	1999

Variable Name: P86Q89  
Col Position/Length: 89,1

Value Labels:  
1=Always  
2=Almost Always  
3=Often  
4=Sometimes  
5=Seldom  
6=Never  
7=Don't Know



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 90: Rate how often you use the following strategies to influence subordinates: Used personal punishment such as ignoring individuals or withdrawing personal support.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

PERSONAL PUNISHMENT	
ALWAYS.....	41
COL PRCT.....	2.0%
ALMOST ALWAYS.....	73
COL PRCT.....	3.6%
OFTEN.....	80
COL PRCT.....	4.0%
SOMETIMES.....	162
COL PRCT.....	8.0%
SELDOM.....	394
COL PRCT.....	19.6%
NEVER.....	1233
COL PRCT.....	61.3%
DONT KNOW.....	30
COL PRCT.....	1.5%
TOTAL.....	2013

Variable Name: P86Q90  
Col Position/Length: 90,1

Value Labels:  
1=Always  
2=Almost Always  
3=Often  
4=Sometimes  
5=Seldom  
6=Never  
7=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 91: Rate how often you use the following strategies to influence subordinates: Used personal reward such as giving extra attention, help, support or friendship.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

PERSONAL REWARD	
ALWAYS.....	46
COL PRCT.....	2.3%
ALMOST ALWAYS.....	131
COL PRCT.....	6.6%
OFTEN.....	376
COL PRCT.....	18.8%
SOMETIMES.....	589
COL PRCT.....	29.5%
SELDOM.....	371
COL PRCT.....	18.6%
NEVER.....	455
COL PRCT.....	22.8%
DONT KNOW.....	30
COL PRCT.....	1.5%
TOTAL.....	1998

Variable Name: P86Q91  
Col Position/Length: 91,1

Value Labels:  
1=Always  
2=Almost Always  
3=Often  
4=Sometimes  
5=Seldom  
6=Never  
7=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 92: Rate how often you use the following strategies to influence subordinates: Made a direct statement or request, and asked them to go along with it as a way of helping the leader.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

COMMAND ASKED FOR HELP	
ALWAYS.....	33
COL PRCT.....	1.6%
ALMOST ALWAYS.....	89
COL PRCT.....	4.4%
OFTEN.....	248
COL PRCT.....	12.3%
SOMETIMES.....	570
COL PRCT.....	28.2%
SELDOM.....	495
COL PRCT.....	24.5%
NEVER.....	535
COL PRCT.....	26.5%
DONT KNOW.....	50
COL PRCT.....	2.5%
TOTAL.....	2020

Variable Name: P86Q92  
Col Position/Length: 92,1

Value Labels:  
1=Always  
2=Almost Always  
3=Often  
4=Sometimes  
5=Seldom  
6=Never  
7=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 93: How much influence does pay have on your career decisions?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

PAY INFL	
1 A GREAT DEAL.....	290
COL PRCT.....	17.0%
2 QUITE A BIT.....	561
COL PRCT.....	32.9%
3 SOME.....	640
COL PRCT.....	37.6%
4 VERY LITTLE.....	160
COL PRCT.....	9.4%
5 NO.....	49
COL PRCT.....	2.9%
6 DONT KNOW.....	3
COL PRCT.....	.2%
TOTAL.....	1703

Variable Name: P86Q93  
Col Position/Length: 93,1

Value Labels:  
1=A great deal of influence  
2=Quite a bit of influence  
3=Some influence  
4=Very little influence  
5=No influence  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 94: How much influence do opportunities for command have on your career decisions?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

OPPS FOR COMMAND INFL	
A GREAT DEAL.....	505
COL PRCT.....	29.6%
QUITE A BIT.....	558
COL PRCT.....	32.7%
SOME.....	416
COL PRCT.....	24.4%
VERY LITTLE.....	165
COL PRCT.....	9.7%
NO.....	60
COL PRCT.....	3.5%
DONT KNOW.....	1
COL PRCT.....	.1%
TOTAL.....	1705

Variable Name: P86Q94  
Col Position/Length: 94,1

Value Labels:  
1=A great deal of influence  
2=Quite a bit of influence  
3=Some influence  
4=Very little influence  
5=No influence  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 95: How much influence do Army benefits (e.g. medical retirement, etc.) have on your career decisions?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ARMY BENEFITS INFL	
A GREAT DEAL.....	396
COL PRCT.....	23.2%
QUITE A BIT.....	589
COL PRCT.....	34.5%
SOME.....	518
COL PRCT.....	30.3%
VERY LITTLE.....	166
COL PRCT.....	9.7%
NO.....	39
COL PRCT.....	2.3%
DONT KNOW.....	1
COL PRCT.....	.1%
TOTAL.....	1709

Variable Name: P86Q95  
Col Position/Length: 95,1

Value Labels:  
1=A great deal of influence  
2=Quite a bit of influence  
3=Some influence  
4=Very little influence  
5=No influence  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 96: How much influence does the opportunity for Army funded graduate schooling have on your career decisions?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ARMY FUNDED GRAD SCHOOL INFL	
A GREAT DEAL.....	308
COL PRCT.....	18.1%
QUITE A BIT.....	401
COL PRCT.....	23.5%
SOME.....	484
COL PRCT.....	28.4%
VERY LITTLE.....	332
COL PRCT.....	19.5%
NO.....	177
COL PRCT.....	10.4%
DONT KNOW.....	2
COL PRCT.....	.1%
TOTAL.....	1704

Variable Name: PB6Q96  
Col Position/Length: 96,1

Value Labels:  
1=A great deal of influence  
2=Quite a bit of influence  
3=Some influence  
4=Very little influence  
5=No influence  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 97: How much influence does an undesirable location (e.g. post, major command, theater) have on your career decisions?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

UNDESIRABLE LOCATION	
INFL	
A GREAT DEAL.....	299
COL PRCT.....	17.4%
QUITE A BIT.....	397
COL PRCT.....	23.1%
SOME.....	616
COL PRCT.....	35.9%
VERY LITTLE.....	321
COL PRCT.....	18.7%
NO.....	73
COL PRCT.....	4.3%
DONT KNOW.....	9
COL PRCT.....	.5%
TOTAL.....	1715

Variable Name: PB6Q97  
Col Position/Length: 97,1

Value Labels:  
1=A great deal of influence  
2=Quite a bit of influence  
3=Some influence  
4=Very little influence  
5=No influence  
6=Don't Know



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 98: How much influence do civilian alternatives have on your career decisions?

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

CIVILIAN ALTERNATIVES	
IND	
A GREAT DEAL.....	328
COL PRCT.....	19.3%
QUITE A BIT.....	424
COL PRCT.....	24.9%
SOME.....	533
COL PRCT.....	31.3%
VERY LITTLE.....	296
COL PRCT.....	17.4%
NO.....	111
COL PRCT.....	6.5%
DONT KNOW.....	11
COL PRCT.....	.6%
TOTAL.....	1703

Variable Name: P86Q98  
Col Position/Length: 98,1

Value Labels:  
1=A great deal of influence  
2=Quite a bit of influence  
3=Some influence  
4=Very little influence  
5=No influence  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 99: Do you have any concrete or specific civilian job offers available to you right now?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

HAVE CURRENT JOB OFFERS	
DOES NOT APPLY.....	192
COL PRCT.....	11.8%
NO.....	980
COL PRCT.....	60.0%
YES.....	460
COL PRCT.....	28.2%
TOTAL.....	1632

Variable Name: P86Q99  
Col Position/Length: 99,1

Value Labels:  
1=Does not apply  
2=No  
3=Yes

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 100: Would protected joint domicile on long tour assignments (2 or 3 year assignments) be helpful to keep both officers committed in the Army?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

JOINT DOMICILE: HELP:	
DUAL MIL CPL	
DEFINITELY.....	346
COL PRCT.....	60.2%
NOT LIKELY.....	116
COL PRCT.....	20.2%
DONT KNOW.....	113
COL PRCT.....	19.7%
TOTAL.....	575

Variable Name: P86Q100  
Col Position/Length: 100,1

Value Labels:  
1=Definitely  
2=Not likely  
3=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 101: Would compatible branches (one combat arms/  
one combat service support) be helpful to keep  
both officers committed in the Army?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

COMPATIBLE BRANCHES: HELP: DUAL MIL CPL	
DEFINITELY.....	155
COL PRCT.....	24.4%
PROBABLY.....	247
COL PRCT.....	38.9%
NEUTRAL.....	91
COL PRCT.....	14.3%
NOT LIKELY.....	41
COL PRCT.....	6.5%
DONT KNOW.....	101
COL PRCT.....	15.9%
TOTAL.....	635

Variable Name: P86Q101  
Col Position/Length: 101,1

Value Labels:  
1=Definitely  
2=Probably  
3=Neutral  
4=Not likely  
5=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 102: Would extended maternity leave (e.g. 1-2 year sabbatical with no loss of time in grade/time in service) be helpful to keep both officers committed to the Army?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

EXTENDED MATERNITY: HELP: DUAL MIL CPL	
DEFINITELY.....	201
COL PRCT.....	31.9%
PROBABLY.....	187
COL PRCT.....	29.7%
NEUTRAL.....	93
COL PRCT.....	14.8%
NOT LIKELY.....	48
COL PRCT.....	7.6%
DONT KNOW.....	101
COL PRCT.....	16.0%
TOTAL.....	630

Variable Name: P86Q102  
Col Position/Length: 102,1

Value Labels:  
1=Definitely  
2=Probably  
3=Neutral  
4=Not likely  
5=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 103: Would proper daycare facilities (e.g. licensed and trained staff to care and supervise infants, toddlers, pre-schoolers, etc.) be helpful to keep officers committed in the Army?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

DAYCARE FACILITIES: HELP: DUAL MIL CPL	
DEFINITELY.....	274
COL PRCT.....	44.4%
PROBABLY.....	197
COL PRCT.....	31.9%
NEUTRAL.....	58
COL PRCT.....	9.4%
NOT LIKELY.....	22
COL PRCT.....	3.6%
DONT KNOW.....	66
COL PRCT.....	10.7%
TOTAL.....	617

Variable Name: P86Q103  
Col Position/Length: 103,1

Value Labels:  
1= Definitely  
2=Probably  
3=Neutral  
4=Not likely  
5=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 104: Have you discussed with your spouse the possibility that one career in the military must take priority over the other?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

DISCUSSED CAREER PRIORITIES:DUAL MIL CPL	
NOT AT ALL.....	111
COL PRCT.....	15.7%
TO A SMALL EXTENT.....	71
COL PRCT.....	10.0%
TO A MODERATE EXTENT....	136
COL PRCT.....	19.2%
TO A GREAT EXTENT.....	117
COL PRCT.....	16.5%
DNA.....	274
COL PRCT.....	38.6%
TOTAL.....	709

Variable Name: P86Q104  
Col Position/Length: 104,1

Value Labels:  
1=Not at all  
2=To a small extent  
3=To a moderate extent  
4=To a great extent  
5=Does not apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 105: Have you experienced status jealousy when comparing military and civilian career patterns?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

STATUS JEALOUSY: DUAL CIV	
NOT AT ALL.....	338
COL PRCT.....	44.2%
TO A SMALL EXTENT.....	188
COL PRCT.....	24.6%
TO A MODERATE EXTENT....	103
COL PRCT.....	13.5%
TO A GREAT EXTENT.....	40
COL PRCT.....	5.2%
NO OPINION.....	96
COL PRCT.....	12.5%
TOTAL.....	765

Variable Name: P86Q105  
Col Position/Length: 105,1

Value Labels:  
1=Not at all  
2=To a small extent  
3=To a moderate extent  
4=To a great extent  
5=Does not apply



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 106: Have you discussed with your spouse the possibility that one career must be sacrificed?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

DISCUSSED CAREER SACRIFICE:DUAL CIV	
NOT AT ALL.....	176
COL PRCT.....	23.1%
TO A SMALL EXTENT.....	134
COL PRCT.....	17.6%
TO A MODERATE EXTENT....	162
COL PRCT.....	21.3%
TO A GREAT EXTENT.....	160
COL PRCT.....	21.0%
DNA.....	130
COL PRCT.....	17.1%
TOTAL.....	762

Variable Name: P86Q106  
Col Position/Length: 106,1

Value Labels:  
1=Not at all  
2=To a small extent  
3=To a moderate extent  
4=To a great extent  
5=Does not apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 107: Have you discussed with your spouse the possibility of geographical separation to allow both spouses to continue to pursue careers?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

DISCUSSED GEOG SEP: DUAL CIV	
NOT AT ALL.....	265
COL PRCT.....	34.6%
TO A SMALL EXTENT.....	165
COL PRCT.....	21.5%
TO A MODERATE EXTENT....	108
COL PRCT.....	14.1%
TO A GREAT EXTENT.....	79
COL PRCT.....	10.3%
DNA.....	149
COL PRCT.....	19.5%
TOTAL.....	766

Variable Name: P86Q107  
Col Position/Length: 107,1

Value Labels:  
1=Not at all  
2=To a small extent  
3=To a moderate extent  
4=To a great extent  
5=Does not apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 108: Compare your present duty assignment to other junior officers on the following: The amount of challenge in your duties.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

AMT OF CHALLENGE	
WELL ABOVE AVG.....	362
COL PRCT.....	25.9%
ABOVE AVERAGE.....	487
COL PRCT.....	34.8%
AVERAGE.....	313
COL PRCT.....	22.4%
BELOW AVERAGE.....	146
COL PRCT.....	10.4%
WELL BELOW AVG.....	75
COL PRCT.....	5.4%
DONT KNOW.....	17
COL PRCT.....	1.2%
TOTAL.....	1400

Variable Name: P86Q108  
Col Position/Length: 108,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 109: Compare your present duty assignment to other junior officers on the following: The opportunity to express ideas to your immediate superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

OPP TO EXPRESS IDEAS:	
SUP	
WELL ABOVE AVG.....	497
COL PRCT.....	35.1%
ABOVE AVERAGE.....	471
COL PRCT.....	33.2%
AVERAGE.....	268
COL PRCT.....	18.9%
BELOW AVERAGE.....	118
COL PRCT.....	8.3%
WELL BELOW AVG.....	59
COL PRCT.....	4.2%
DONT KNOW.....	4
COL PRCT.....	.3%
TOTAL.....	1417

Variable Name: P86Q109  
Col Position/Length: 109,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

## APPENDIX A

### 1986 PROTEUS SURVEY CODEBOOK

Question 110: Compare your present duty assignment to other junior officers on the following: The willingness of your immediate superior to accept your ideas.

#### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ACCEPTANCE OF IDEAS: SUP	
WELL ABOVE AVG.....	338
COL PRCT.....	23.8%
ABOVE AVERAGE.....	521
COL PRCT.....	36.7%
AVERAGE.....	340
COL PRCT.....	23.9%
BELOW AVERAGE.....	124
COL PRCT.....	8.7%
WELL BELOW AVG.....	73
COL PRCT.....	5.1%
DONT KNOW.....	24
COL PRCT.....	1.7%
TOTAL.....	1420

Variable Name: P86Q110  
Col Position/Length: 110,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 111: Compare your present duty assignment to other junior officers on the following: The feeling of contributing to decision-making.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

CONTRIBUTION TO DECISION MAKING	
WELL ABOVE AVG.....	294
COL PRCT.....	20.8%
ABOVE AVERAGE.....	526
COL PRCT.....	37.2%
AVERAGE.....	330
COL PRCT.....	23.3%
BELOW AVERAGE.....	148
COL PRCT.....	10.5%
WELL BELOW AVG.....	88
COL PRCT.....	6.2%
DONT KNOW.....	29
COL PRCT.....	2.0%
TOTAL.....	1415

Variable Name: P86Q111  
Col Position/Length: 111,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 112: Compare your present duty assignment to other junior officers on the following: The administrative effectiveness of your immediate superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ADMIN EFF: SUP	
WELL ABOVE AVG.....	323
COL PRCT.....	23.3%
ABOVE AVERAGE.....	481
COL PRCT.....	34.7%
AVERAGE.....	357
COL PRCT.....	25.8%
BELOW AVERAGE.....	119
COL PRCT.....	8.6%
WELL BELOW AVG.....	64
COL PRCT.....	4.6%
DONT KNOW.....	41
COL PRCT.....	3.0%
TOTAL.....	1385

Variable Name: P86Q112  
Col Position/Length: 112,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 113: Compare your present duty assignment to other junior officers on the following: The leadership effectiveness of your superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

LEADER EFF: SUP	
WELL ABOVE AVG.....	315
COL PRCT.....	22.5%
ABOVE AVERAGE.....	427
COL PRCT.....	30.5%
AVERAGE.....	372
COL PRCT.....	26.6%
BELOW AVERAGE.....	168
COL PRCT.....	12.0%
WELL BELOW AVG.....	63
COL PRCT.....	4.5%
DONT KNOW.....	55
COL PRCT.....	3.9%
TOTAL.....	1400

Variable Name: P86Q113  
Col Position/Length: 113,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 114: Compare your present duty assignment to other junior officers on the following: The amount of discussion of your work with your immediate superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

DISCUSSION OF WORK: SUP	
WELL ABOVE AVG.....	286
COL PRCT.....	20.2%
ABOVE AVERAGE.....	450
COL PRCT.....	31.8%
AVERAGE.....	406
COL PRCT.....	28.7%
BELOW AVERAGE.....	195
COL PRCT.....	13.8%
WELL BELOW AVG.....	54
COL PRCT.....	3.8%
DONT KNOW.....	22
COL PRCT.....	1.6%
TOTAL.....	1413

Variable Name: P86Q114  
Col Position/Length: 114,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 115: Compare your present duty assignment to other junior officers on the following: The amount of friendship between you and your immediate superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

AMT OF FRIENDSHIP: SUP	
WELL ABOVE AVG.....	158
COL PRCT.....	11.1%
ABOVE AVERAGE.....	365
COL PRCT.....	25.6%
AVERAGE.....	637
COL PRCT.....	44.7%
BELOW AVERAGE.....	160
COL PRCT.....	11.2%
WELL BELOW AVG.....	62
COL PRCT.....	4.4%
DONT KNOW.....	42
COL PRCT.....	2.9%
TOTAL.....	1424

Variable Name: P86Q115  
Col Position/Length: 115,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 116: Compare your present duty assignment to other junior officers on the following: The respect for your immediate superior as a person.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

RESPECT: SUP	
WELL ABOVE AVG.....	392
COL PRCT.....	27.9%
ABOVE AVERAGE.....	468
COL PRCT.....	33.3%
AVERAGE.....	344
COL PRCT.....	24.4%
BELOW AVERAGE.....	143
COL PRCT.....	10.2%
WELL BELOW AVG.....	55
COL PRCT.....	3.9%
DONT KNOW.....	5
COL PRCT.....	.4%
TOTAL.....	1407

Variable Name: P86Q116      Value Labels:  
 Col Position/Length: 116,1      1=Well Above Average  
    2=Above Average  
    3=Average  
    4=Below Average  
    5=Well Below Average  
    6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 117: Compare your present duty assignment to other junior officers on the following: The congeniality of life in your unit.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

CONGENIALITY IN UNIT	
WELL ABOVE AVG.....	188
COL PRCT.....	13.3%
ABOVE AVERAGE.....	499
COL PRCT.....	35.4%
AVERAGE.....	525
COL PRCT.....	37.3%
BELOW AVERAGE.....	139
COL PRCT.....	9.9%
WELL BELOW AVG.....	49
COL PRCT.....	3.5%
DONT KNOW.....	9
COL PRCT.....	.6%
TOTAL.....	1409

Variable Name: P86Q117  
Col Position/Length: 117,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 118: Compare your present duty assignment to other junior officers on the following: The amount of authoritarian control exercised over you by your immediate superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

AUTHORITARIAN CONTROL: SUP	
WELL ABOVE AVG.....	120
COL PRCT.....	8.5%
ABOVE AVERAGE.....	236
COL PRCT.....	16.8%
AVERAGE.....	521
COL PRCT.....	37.1%
BELOW AVERAGE.....	371
COL PRCT.....	26.4%
WELL BELOW AVG.....	153
COL PRCT.....	10.9%
DONT KNOW.....	3
COL PRCT.....	.2%
TOTAL.....	1404

Variable Name: P86Q118  
Col Position/Length: 118,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 119: Compare your present duty assignment to other junior officers on the following: The amount of personal interest in you shown by your immediate superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

PERSONAL INTEREST: SUP	
WELL ABOVE AVG.....	229
COL PRCT.....	16.2%
ABOVE AVERAGE.....	459
COL PRCT.....	32.4%
AVERAGE.....	484
COL PRCT.....	34.2%
BELOW AVERAGE.....	150
COL PRCT.....	10.6%
WELL BELOW AVG.....	81
COL PRCT.....	5.7%
DONT KNOW.....	12
COL PRCT.....	.8%
TOTAL.....	1415

Variable Name: P86Q119  
Col Position/Length: 119,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 120: Compare your present duty assignment to other junior officers on the following: The amount of constructive criticisms provided by your immediate superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

CONSTRUCTIVE CRITICISM: SUP	
WELL ABOVE AVG.....	126
COL PRCT.....	8.9%
ABOVE AVERAGE.....	380
COL PRCT.....	26.7%
AVERAGE.....	597
COL PRCT.....	42.0%
BELOW AVERAGE.....	190
COL PRCT.....	13.4%
WELL BELOW AVG.....	97
COL PRCT.....	6.8%
DONT KNOW.....	31
COL PRCT.....	2.2%
TOTAL.....	1421

Variable Name: P86Q120  
Col Position/Length: 120,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 121: Compare your present duty assignment to other junior officers on the following: The feeling of being treated as an equal by your immediate superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

TREATMENT AS EQUAL: SUP	
WELL ABOVE AVG.....	204
COL PRCT.....	14.5%
ABOVE AVERAGE.....	444
COL PRCT.....	31.5%
AVERAGE.....	489
COL PRCT.....	34.7%
BELOW AVERAGE.....	179
COL PRCT.....	12.7%
WELL BELOW AVG.....	80
COL PRCT.....	5.7%
DONT KNOW.....	13
COL PRCT.....	.9%
TOTAL.....	1409

Variable Name: P86Q121  
Col Position/Length: 121,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 122: Compare your present duty assignment to other junior officers on the following: The amount of military tasks in your work.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

MILITARY TASKS IN WORK	
WELL ABOVE AVG.....	224
COL PRCT.....	15.9%
ABOVE AVERAGE.....	387
COL PRCT.....	27.5%
AVERAGE.....	486
COL PRCT.....	34.5%
BELOW AVERAGE.....	199
COL PRCT.....	14.1%
WELL BELOW AVG.....	91
COL PRCT.....	6.5%
DONT KNOW.....	21
COL PRCT.....	1.5%
TOTAL.....	1408

Variable Name: P86Q122  
Col Position/Length: 122,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 123: Compare your present duty assignment to other junior officers on the following: The amount of discussion between you and your immediate superior on issues of importance aside from your work.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

DISCUSSION OUTSIDE ISSUES: SUP	
WELL ABOVE AVG.....	127
COL PRCT.....	9.0%
ABOVE AVERAGE.....	344
COL PRCT.....	24.3%
AVERAGE.....	524
COL PRCT.....	37.1%
BELOW AVERAGE.....	239
COL PRCT.....	16.9%
WELL BELOW AVG.....	151
COL PRCT.....	10.7%
DONT KNOW.....	28
COL PRCT.....	2.0%
TOTAL.....	1413

Variable Name: P86Q123  
Col Position/Length: 123,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 124: Compare your present duty assignment to other junior officers on the following: The amount of initiative actually exercised by you.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

AMT OF INITIATIVE	
WELL ABOVE AVG.....	362
COL PRCT.....	25.5%
ABOVE AVERAGE.....	662
COL PRCT.....	46.7%
AVERAGE.....	283
COL PRCT.....	20.0%
BELOW AVERAGE.....	63
COL PRCT.....	4.4%
WELL BELOW AVG.....	29
COL PRCT.....	2.0%
DONT KNOW.....	19
COL PRCT.....	1.3%
TOTAL.....	1418

Variable Name: P86Q124  
Col Position/Length: 124,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 125: Compare your present duty assignment to other junior officers on the following: The amount of interference by others in areas that are your responsibility.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

OTHERS INTERFERENCE	
WELL ABOVE AVG.....	164
COL PRCT.....	11.6%
ABOVE AVERAGE.....	322
COL PRCT.....	22.7%
AVERAGE.....	468
COL PRCT.....	33.0%
BELOW AVERAGE.....	314
COL PRCT.....	22.1%
WELL BELOW AVG.....	134
COL PRCT.....	9.4%
DONT KNOW.....	16
COL PRCT.....	1.1%
TOTAL.....	1418

Variable Name: P86Q125  
Col Position/Length: 125,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 126: Compare your present duty assignment to other junior officers on the following: Opportunity to get to know the people in your unit.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

OPP TO GET TO KNOW OTHERS	
WELL ABOVE AVG.....	350
COL PRCT.....	24.7%
ABOVE AVERAGE.....	565
COL PRCT.....	39.9%
AVERAGE.....	409
COL PRCT.....	28.9%
BELOW AVERAGE.....	75
COL PRCT.....	5.3%
WELL BELOW AVG.....	17
COL PRCT.....	1.2%
DONT KNOW.....	1
COL PRCT.....	.1%
TOTAL.....	1417

Variable Name: P86Q126  
Col Position/Length: 126,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 127: Compare your present duty assignment to other junior officers on the following: Recognition of your accomplishments by your immediate superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

RECOG OF ACCOMPLISHMENTS: SUP	
WELL ABOVE AVG.....	208
COL PRCT.....	14.7%
ABOVE AVERAGE.....	435
COL PRCT.....	30.7%
AVERAGE.....	525
COL PRCT.....	37.1%
BELOW AVERAGE.....	159
COL PRCT.....	11.2%
WELL BELOW AVG.....	83
COL PRCT.....	5.9%
DONT KNOW.....	6
COL PRCT.....	.4%
TOTAL.....	1416

Variable Name: PB6Q127  
Col Position/Length: 127,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 128: Compare your present duty assignment to other junior officers on the following: The amount of direction provided by your immediate superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

AMT OF DIRECTION PROVIDED: SUP	
WELL ABOVE AVG.....	130
COL PRCT.....	9.2%
ABOVE AVERAGE.....	393
COL PRCT.....	27.9%
AVERAGE.....	590
COL PRCT.....	41.8%
BELOW AVERAGE.....	217
COL PRCT.....	15.4%
WELL BELOW AVG.....	72
COL PRCT.....	5.1%
DONT KNOW.....	9
COL PRCT.....	.6%
TOTAL.....	1411

Variable Name: P86Q128  
Col Position/Length: 128,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 129: Compare your present duty assignment to other junior officers on the following: Your workload as an officer.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

WORKLOAD AS AN OFFICER	
WELL ABOVE AVG.....	294
COL PRCT.....	20.8%
ABOVE AVERAGE.....	552
COL PRCT.....	39.0%
AVERAGE.....	435
COL PRCT.....	30.8%
BELOW AVERAGE.....	99
COL PRCT.....	7.0%
WELL BELOW AVG.....	32
COL PRCT.....	2.3%
DONT KNOW.....	2
COL PRCT.....	.1%
TOTAL.....	1414

Variable Name: P86Q129  
Col Position/Length: 129,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 130: Compare your present duty assignment to other junior officers on the following: Feeling of contentment in your work.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

CONTENTMENT IN WORK	
WELL ABOVE AVG.....	191
COL PRCT.....	13.5%
ABOVE AVERAGE.....	439
COL PRCT.....	31.1%
AVERAGE.....	434
COL PRCT.....	30.7%
BELOW AVERAGE.....	229
COL PRCT.....	16.2%
WELL BELOW AVG.....	114
COL PRCT.....	8.1%
DONT KNOW.....	6
COL PRCT.....	.4%
TOTAL.....	1413

Variable Name: P86Q130  
Col Position/Length: 130,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 131: Compare your present duty assignment to other junior officers on the following: The amount of guidance provided by your immediate superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

GUIDANCE PROVIDED: SUP	
WELL ABOVE AVG.....	105
COL PRCT.....	7.5%
ABOVE AVERAGE.....	387
COL PRCT.....	27.5%
AVERAGE.....	602
COL PRCT.....	42.8%
BELOW AVERAGE.....	244
COL PRCT.....	17.3%
WELL BELOW AVG.....	65
COL PRCT.....	4.6%
DONT KNOW.....	4
COL PRCT.....	.3%
TOTAL.....	1407

Variable Name: P86Q131      Value Labels:  
Col Position/Length: 131,1      1=Well Above Average  
   2=Above Average  
   3=Average  
   4=Below Average  
   5=Well Below Average  
   6=Don't Know

## APPENDIX A

### 1986 PROTEUS SURVEY CODEBOOK

Question 132: Compare your present duty assignment to other junior officers on the following: Feeling of confidence in your work.

#### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

CONFIDENCE IN WORK	
WELL ABOVE AVG.....	366
COL PRCT.....	25.9%
ABOVE AVERAGE.....	702
COL PRCT.....	49.7%
AVERAGE.....	278
COL PRCT.....	19.7%
BELOW AVERAGE.....	41
COL PRCT.....	2.9%
WELL BELOW AVG.....	11
COL PRCT.....	.8%
DONT KNOW.....	15
COL PRCT.....	1.1%
TOTAL.....	1413

Variable Name: P86Q132  
Col Position/Length: 132,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 133: Compare your present duty assignment to other junior officers on the following: Feeling of being accepted by other officers in the unit.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ACCEPTANCE BY OTHER OFFICERS	
WELL ABOVE AVG.....	401
COL PRCT.....	28.4%
ABOVE AVERAGE.....	580
COL PRCT.....	41.0%
AVERAGE.....	342
COL PRCT.....	24.2%
BELOW AVERAGE.....	55
COL PRCT.....	3.9%
WELL BELOW AVG.....	26
COL PRCT.....	1.8%
DONT KNOW.....	9
COL PRCT.....	.6%
TOTAL.....	1413

Variable Name: P86Q133  
Col Position/Length: 133,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 134: Compare your present duty assignment to other junior officers on the following: The amount of constructive leadership provided by your immediate superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

CONSTRUCTIVE LEADERSHIP: SUP	
WELL ABOVE AVG.....	137
COL PRCT.....	9.7%
ABOVE AVERAGE.....	459
COL PRCT.....	32.6%
AVERAGE.....	546
COL PRCT.....	38.7%
BELOW AVERAGE.....	178
COL PRCT.....	12.6%
WELL BELOW AVG.....	72
COL PRCT.....	5.1%
DONT KNOW.....	18
COL PRCT.....	1.3%
TOTAL.....	1410

Variable Name: P86Q134  
Col Position/Length: 134,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 135: Compare your present duty assignment to other junior officers on the following: Feeling of being accepted by troops as a person.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ACCEPTANCE BY TROOPS	
WELL ABOVE AVG.....	420
COL PRCT.....	30.0%
ABOVE AVERAGE.....	630
COL PRCT.....	44.9%
AVERAGE.....	293
COL PRCT.....	20.9%
BELOW AVERAGE.....	28
COL PRCT.....	2.0%
WELL BELOW AVG.....	9
COL PRCT.....	.6%
DONT KNOW.....	22
COL PRCT.....	1.6%
TOTAL.....	1402

Variable Name: P86Q135  
Col Position/Length: 135,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

## APPENDIX A

### 1986 PROTEUS SURVEY CODEBOOK

Question 136: Compare your present duty assignment to other junior officers on the following: Adequacy of training for your assignment.

#### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ADEQUACY OF TRAINING	
WELL ABOVE AVG.....	146
COL PRCT.....	10.4%
ABOVE AVERAGE.....	357
COL PRCT.....	25.5%
AVERAGE.....	528
COL PRCT.....	37.7%
BELOW AVERAGE.....	269
COL PRCT.....	19.2%
WELL BELOW AVG.....	101
COL PRCT.....	7.2%
TOTAL.....	1401

Variable Name: P86Q136  
Col Position/Length: 136,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 137: Compare your present duty assignment to other junior officers on the following: The amount of assistance given to you by fellow officers in the unit.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ASSISTANCE GIVEN BY OTHER OFFS	
WELL ABOVE AVG.....	168
COL PRCT.....	12.1%
ABOVE AVERAGE.....	476
COL PRCT.....	34.1%
AVERAGE.....	559
COL PRCT.....	40.1%
BELOW AVERAGE.....	133
COL PRCT.....	9.5%
WELL BELOW AVG.....	45
COL PRCT.....	3.2%
DONT KNOW.....	13
COL PRCT.....	.9%
TOTAL.....	1394

Variable Name: P86Q137      Value Labels:  
 Col Position/Length: 137,1      1=Well Above Average  
    2=Above Average  
    3=Average  
    4=Below Average  
    5=Well Below Average  
    6=Don't Know



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 138: Compare your present duty assignment to other junior officers on the following: The amount of task structure provided by the immediate superior.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

TASK STRUCTURE	
WELL ABOVE AVG.....	84
COL PRCT.....	6.1%
ABOVE AVERAGE.....	316
COL PRCT.....	22.8%
AVERAGE.....	670
COL PRCT.....	48.3%
BELOW AVERAGE.....	248
COL PRCT.....	17.9%
WELL BELOW AVG.....	52
COL PRCT.....	3.8%
DONT KNOW.....	16
COL PRCT.....	1.2%
TOTAL.....	1386

Variable Name: P86Q138  
Col Position/Length: 138,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

APPENDIX A

1986 PROTEUS SURVEY CODEBOOK

Question 139: Overall, how much confidence do you have in your leadership abilities?

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

OVERALL CONFIDENCE IN LEADER ABILS	
A GREAT DEAL.....	1364
COL PRCT.....	84.9%
SOME.....	208
COL PRCT.....	13.0%
LITTLE.....	22
COL PRCT.....	1.4%
NONE.....	6
COL PRCT.....	.4%
DONT KNOW.....	6
COL PRCT.....	.4%
TOTAL.....	1606

Variable Name: P86Q139  
Col Position/Length: 139,1

Value Labels:  
1=A great deal  
2=Some  
3=Little  
4=None  
5=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 140: Compare your present duty assignment to other junior officers on the following: The amount of responsibility in your work.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

AMT OF RESPONSIBILITY	
WELL ABOVE AVG.....	406
COL PRCT.....	39.0%
ABOVE AVERAGE.....	332
COL PRCT.....	31.9%
AVERAGE.....	158
COL PRCT.....	15.2%
BELOW AVERAGE.....	94
COL PRCT.....	9.0%
WELL BELOW AVG.....	46
COL PRCT.....	4.4%
DONT KNOW.....	4
COL PRCT.....	.4%
TOTAL.....	1040

Variable Name: P86Q140  
Col Position/Length: 140,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 141: Based on your personal, first-hand experience has an officer at your unit ever behaved in a misleading, hypocritical, or deceitful way?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

SEEN UNETHICAL CONDUCT	
DONT KNOW.....	64
COL PRCT.....	8.2%
NO.....	198
COL PRCT.....	25.4%
YES.....	519
COL PRCT.....	66.5%
TOTAL.....	781

Variable Name: P86Q141      Value Labels:  
 Col Position/Length: 141,1      1=Don't Know  
    2=No  
    3=Yes

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 142: If so, has the conduct that you observed affected you psychologically?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

AFFECTED BY MISCONDUCT DOES NOT APPLY.....	252
COL PRCT.....	32.0%
NO.....	234
COL PRCT.....	29.7%
YES.....	302
COL PRCT.....	38.3%
TOTAL.....	788

Variable Name: PB6Q142  
Col Position/Length: 142,1

Value Labels:  
1=Does Not Apply  
2=No  
3=Yes

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 143: If so, how did you react to the observed incident?

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

REACTION TO MISCONDUCT DOES NOT APPLY.....	294
COL PRCT.....	38.0%
ANGER AT PERSON.....	240
COL PRCT.....	31.0%
FRUSTRATION-UNIT.....	55
COL PRCT.....	7.1%
DISILLUSION-ARMY.....	144
COL PRCT.....	18.6%
NO FEELINGS.....	41
COL PRCT.....	5.3%
TOTAL.....	774

Variable Name: P86Q143  
Col Position/Length: 143,1

Value Labels:  
1=Does Not Apply  
2=Felt Anger at Person  
3=Felt Frustration with  
my Unit  
4=Felt Disillusioned with  
the Army  
5=No Personal feelings  
were evoked

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 144: Overall, how much respect do you have for your leadership abilities?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

OVERALL RESPECT FOR LEADER ABILS	
A GREAT DEAL.....	264
COL PRCT.....	72.9%
SOME.....	83
COL PRCT.....	22.9%
LITTLE.....	7
COL PRCT.....	1.9%
NONE.....	2
COL PRCT.....	.6%
DON'T KNOW.....	6
COL PRCT.....	1.7%
TOTAL.....	362

Variable Name: P86Q144  
Col Position/Length: 144,1

Value Labels:  
1=A Great Deal  
2=Some  
3=Little  
4=None  
5=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 145: I am or have already commanded at the company grade level (e.g. company, battery, troop, shop officer, aviation platoon, etc.).

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

COMPANY GRADE LEVEL	
COMMAND	
1-6 MOS.....	103
COL PRCT.....	15.2%
7-12 MOS.....	145
COL PRCT.....	21.4%
MORE THAN 12 MOS.....	227
COL PRCT.....	33.5%
NO COMMAND.....	170
COL PRCT.....	25.1%
DNA.....	33
COL PRCT.....	4.9%
TOTAL.....	678

Variable Name: P86Q145  
Col Position/Length: 145,1

Value Labels:  
1=1-6 months  
2=7-12 months  
3=More than 12 months  
4=Have not had command  
5=Does not apply



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 146: Based upon formal feedback (e.g. counselling, OERs, etc.) how would you characterize the success of your command experience?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

FORMAL FEEDBACK ON COMMAND	
VERY SUCCESSFUL.....	261
COL PRCT.....	39.0%
SUCCESSFUL.....	174
COL PRCT.....	26.0%
UNSUCCESSFUL.....	15
COL PRCT.....	2.2%
VERY UNSUCCESSFUL.....	8
COL PRCT.....	1.2%
DONT KNOW.....	17
COL PRCT.....	2.5%
DOES NOT APPLY.....	194
COL PRCT.....	29.0%
TOTAL.....	669

Variable Name: P86Q146  
Col Position/Length: 146,1

Value Labels:  
1=Very Successful  
2=Successful  
3=Unsuccessful  
4=Very Unsuccessful  
5=Don't Know  
6=Does Not Apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 147: How important is successful command as a captain to your commitment to stay in the Army?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

IMPORTANCE OF SUCCESSFUL COMMAND	
VERY IMPORTANT.....	431
COL PRCT.....	64.4%
IMPORTANT.....	153
COL PRCT.....	22.9%
NOT IMPORTANT.....	45
COL PRCT.....	6.7%
DONT KNOW.....	8
COL PRCT.....	1.2%
DOES NOT APPLY.....	32
COL PRCT.....	4.8%
TOTAL.....	669

Variable Name: PB6Q147  
Col Position/Length: 147,1

Value Labels:  
1=Very Important  
2=Important  
3=Not Important  
4=Don't Know  
5=Does Not Apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 148: How difficult is it for an officer in your branch at your MACOM location to get a command?

FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

DIFFICULTY OF GETTING COMMAND	
VERY DIFFICULT.....	180
COL PRCT.....	26.5%
DIFFICULT.....	252
COL PRCT.....	37.1%
NOT DIFFICULT.....	191
COL PRCT.....	28.1%
NOT AVAILABLE.....	12
COL PRCT.....	1.8%
DONT KNOW.....	23
COL PRCT.....	3.4%
DOES NOT APPLY.....	22
COL PRCT.....	3.2%
TOTAL.....	680

Variable Name: P86Q148  
Col Position/Length: 148,1

Value Labels:  
1=Very Difficult  
2=Difficult  
3=Not Difficult  
4=Not Available in my  
Career Field  
5=Don't Know  
6=Does Not Apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 149: Do you think that the opportunity to command as a captain is the most important job you will have done since you have been in the Army?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

COMMAND MOST IMPORTANT JOB SO FAR	
YES.....	493
COL PRCT.....	72.6%
NO.....	131
COL PRCT.....	19.3%
DONT KNOW.....	22
COL PRCT.....	3.2%
DOES NOT APPLY.....	33
COL PRCT.....	4.9%
TOTAL.....	679

Variable Name: P86Q149	Value Labels:
Col Position/Length: 149,1	1=Yes
	2=No
	3=Don't Know
	4=Does Not Apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 150: Compare your present duty assignment to other junior officers on the following: The opportunity to exercise initiative.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

OPP TO EXERCISE INITIATIVE	
WELL ABOVE AVG.....	151
COL PRCT.....	30.9%
ABOVE AVERAGE.....	182
COL PRCT.....	37.3%
AVERAGE.....	64
COL PRCT.....	13.1%
BELOW AVERAGE.....	39
COL PRCT.....	8.0%
WELL BELOW AVG.....	25
COL PRCT.....	5.1%
DONT KNOW.....	27
COL PRCT.....	5.5%
TOTAL.....	488

Variable Name: P86Q150  
Col Position/Length: 150,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 151: Compare your present duty assignment to other junior officers on the following: The encouragement to exercise initiative.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ENCOURAGEMENT TO EXERCISE INITIATIVE	
WELL ABOVE AVG.....	125
COL PRCT.....	25.4%
ABOVE AVERAGE.....	169
COL PRCT.....	34.3%
AVERAGE.....	91
COL PRCT.....	18.5%
BELOW AVERAGE.....	37
COL PRCT.....	7.5%
WELL BELOW AVG.....	27
COL PRCT.....	5.5%
DONT KNOW.....	44
COL PRCT.....	8.9%
TOTAL.....	493

Variable Name: P86Q151  
Col Position/Length: 151,1

Value Labels:  
1=Well Above Average  
2=Above Average  
3=Average  
4=Below Average  
5=Well Below Average  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 152: My academic program of studies prepared me to master the requirements of my Branch Course.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ACAD PREP FOR BRANCH COURSE	
STRONGLY AGREE.....	110
COL PRCT.....	29.9%
AGREE.....	113
COL PRCT.....	30.7%
NEUTRAL.....	55
COL PRCT.....	14.9%
DISAGREE.....	49
COL PRCT.....	13.3%
STRONGLY DISAGREE.....	31
COL PRCT.....	8.4%
DOES NOT APPLY.....	10
COL PRCT.....	2.7%
TOTAL.....	368

Variable Name: P86Q152  
Col Position/Length: 152,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neutral  
4=Disagree  
5=Strongly Disagree  
6=Does Not Apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 153: Based upon my academic training, I feel well prepared to conduct oral presentations and briefings.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ACAD PREP FOR ORAL PRESENTATIONS	
STRONGLY AGREE.....	169
COL PRCT.....	46.7%
AGREE.....	148
COL PRCT.....	40.9%
NEUTRAL.....	26
COL PRCT.....	7.2%
DISAGREE.....	14
COL PRCT.....	3.9%
STRONGLY DISAGREE.....	5
COL PRCT.....	1.4%
TOTAL.....	362

Variable Name: P86Q153  
Col Position/Length: 153,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neutral  
4=Disagree  
5=Strongly Disagree  
6=Does Not Apply



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 154: Based upon my academic training, I feel well prepared to write memos and short communiques.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

ACAD PREP FOR WRITTEN COMMS	
STRONGLY AGREE.....	189
COL PRCT.....	52.1%
AGREE.....	149
COL PRCT.....	41.0%
NEUTRAL.....	19
COL PRCT.....	5.2%
DISAGREE.....	6
COL PRCT.....	1.7%
TOTAL.....	363

Variable Name: P86Q154  
Col Position/Length: 154,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neutral  
4=Disagree  
5=Strongly Disagree  
6=Does Not Apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 155: Based upon my physical training experiences,  
I feel well prepared to lead my unit in physical  
training activities.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

PHYSICAL PREP FOR PHYS ACTIVITIES	
STRONGLY AGREE.....	255
COL PRCT.....	69.5%
AGREE.....	88
COL PRCT.....	24.0%
NEUTRAL.....	11
COL PRCT.....	3.0%
DISAGREE.....	7
COL PRCT.....	1.9%
STRONGLY DISAGREE.....	5
COL PRCT.....	1.4%
DOES NOT APPLY.....	1
COL PRCT.....	.3%
TOTAL.....	367

Variable Name: P86Q155  
Col Position/Length: 155,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neutral  
4=Disagree  
5=Strongly Disagree  
6=Does Not Apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 156: Based upon my physical training experiences,  
I feel well prepared to meet the Army's standards  
of physical fitness for officers.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

PHYSICAL PREP TO MEET STANDARDS	
STRONGLY AGREE.....	288
COL PRCT.....	78.0%
AGREE.....	70
COL PRCT.....	19.0%
NEUTRAL.....	6
COL PRCT.....	1.6%
DISAGREE.....	3
COL PRCT.....	.8%
DOES NOT APPLY.....	2
COL PRCT.....	.5%
TOTAL.....	369

Variable Name: P86Q156  
Col Position/Length: 156,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neutral  
4=Disagree  
5=Strongly Disagree  
6=Does Not Apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 157: How valuable was your Cadet Troop Leader Training experience in preparing you for your role as an officer?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

VALUE OF CADET TRAINING FOR OFFICER ROLE	
VERY VALUABLE.....	75
COL PRCT.....	20.4%
VALUABLE.....	75
COL PRCT.....	20.4%
OF SOME VALUE.....	38
COL PRCT.....	10.3%
OF LITTLE VALUE.....	15
COL PRCT.....	4.1%
NOT VALUABLE.....	8
COL PRCT.....	2.2%
DOES NOT APPLY.....	157
COL PRCT.....	42.7%
TOTAL.....	368

Variable Name: P86Q157  
Col Position/Length: 157,1

Value Labels:  
1=Very Valuable  
2=Valuable  
3=Of Some Value  
4=Of Little Value  
5=Not Valuable At All  
6=Does Not Apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 158: How valuable was your Summer Camp Leadership experience in preparing you for your role as an officer?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

VALUE OF SUMMER CAMP FOR OFFICER ROLE	
VERY VALUABLE.....	54
COL PRCT.....	14.8%
VALUABLE.....	92
COL PRCT.....	25.3%
OF SOME VALUE.....	98
COL PRCT.....	26.9%
OF LITTLE VALUE.....	38
COL PRCT.....	10.4%
NOT VALUABLE.....	13
COL PRCT.....	3.6%
DOES NOT APPLY.....	69
COL PRCT.....	19.0%
TOTAL.....	364

Variable Name: P86Q158  
Col Position/Length: 158,1

Value Labels:  
1=Very Valuable  
2=Valuable  
3=Of Some Value  
4=Of Little Value  
5=Not Valuable At All  
6=Does Not Apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 159: How valuable was your branch and specialty orientation in helping to prepare you for your role as an officer?

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

VALUE OF ORIENTATIONS FOR OFFICER ROLE	
VERY VALUABLE.....	37
COL PRCT.....	10.1%
VALUABLE.....	126
COL PRCT.....	34.4%
OF SOME VALUE.....	119
COL PRCT.....	32.5%
OF LITTLE VALUE.....	46
COL PRCT.....	12.6%
NOT VALUABLE.....	18
COL PRCT.....	4.9%
DOES NOT APPLY.....	20
COL PRCT.....	5.5%
TOTAL.....	366

Variable Name: P86Q159  
Col Position/Length: 159,1

Value Labels:  
1=Very Valuable  
2=Valuable  
3=Of Some Value  
4=Of Little Value  
5=Not Valuable At All  
6=Does Not Apply

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 160: When I left school I felt confident of my ability to assume my first assignment.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

CONFIDENCE IN ABILITY FOR ASSIGNMENT	
STRONGLY AGREE.....	127
COL PRCT.....	34.7%
AGREE.....	157
COL PRCT.....	42.9%
UNDECIDED.....	42
COL PRCT.....	11.5%
DISAGREE.....	35
COL PRCT.....	9.6%
STRONGLY DISAGREE.....	4
COL PRCT.....	1.1%
DON'T KNOW.....	1
COL PRCT.....	.3%
TOTAL.....	366

Variable Name: P86Q160  
Col Position/Length: 160,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Undecided  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 161: Sometimes I wondered if I was ready to assume a leadership role with troops.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

WONDERED IF READY TO BE LEADER	
STRONGLY AGREE.....	19
COL PRCT.....	5.1%
AGREE.....	121
COL PRCT.....	32.7%
UNDECIDED.....	29
COL PRCT.....	7.8%
DISAGREE.....	116
COL PRCT.....	31.4%
STRONGLY DISAGREE.....	84
COL PRCT.....	22.7%
DON'T KNOW.....	1
COL PRCT.....	.3%
TOTAL.....	370

Variable Name: P86Q161  
Col Position/Length: 161,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Undecided  
4=Disagree  
5=Strongly Disagree  
6=Don't Know



# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 162: Sometimes I questioned my experience and whether I was capable of the tasks ahead.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

QUESTIONED EXPERIENCE	
STRONGLY AGREE.....	20
COL PRCT.....	5.4%
AGREE.....	131
COL PRCT.....	35.4%
UNDECIDED.....	34
COL PRCT.....	9.2%
DISAGREE.....	108
COL PRCT.....	29.2%
STRONGLY DISAGREE.....	74
COL PRCT.....	20.0%
DON'T KNOW.....	3
COL PRCT.....	.8%
TOTAL.....	370

Variable Name: P86Q162  
Col Position/Length: 162,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Undecided  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 163: I knew what to expect in my first assignment;  
I was well informed.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

WELL INFORMED ABOUT FIRST ASSIGNMENT	
STRONGLY AGREE.....	29
COL PRCT.....	8.1%
AGREE.....	89
COL PRCT.....	24.9%
UNDECIDED.....	45
COL PRCT.....	12.6%
DISAGREE.....	121
COL PRCT.....	33.8%
STRONGLY DISAGREE.....	71
COL PRCT.....	19.8%
DON'T KNOW.....	3
COL PRCT.....	.8%
TOTAL.....	358

Variable Name: P86Q163  
Col Position/Length: 163,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Undecided  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 164: The freedom I suddenly had was a new experience; it took time to adjust.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

TOOK TIME TO ADJUST	
STRONGLY AGREE.....	27
COL PRCT.....	7.6%
AGREE.....	68
COL PRCT.....	19.1%
UNDECIDED.....	27
COL PRCT.....	7.6%
DISAGREE.....	133
COL PRCT.....	37.4%
STRONGLY DISAGREE.....	99
COL PRCT.....	27.8%
DON'T KNOW.....	2
COL PRCT.....	.6%
TOTAL.....	356

Variable Name: P86Q164  
Col Position/Length: 164,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Undecided  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 165: I didn't really know how to handle the freedom very well.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

NOT HANDLING FREEDOM WELL	
STRONGLY AGREE.....	2
COL PRCT.....	.5%
AGREE.....	17
COL PRCT.....	4.6%
UNDECIDED.....	8
COL PRCT.....	2.2%
DISAGREE.....	132
COL PRCT.....	35.8%
STRONGLY DISAGREE.....	208
COL PRCT.....	56.4%
DON'T KNOW.....	2
COL PRCT.....	.5%
TOTAL.....	369

Variable Name: P86Q165  
Col Position/Length: 165,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Undecided  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 166: I feel prepared to manage being both an officer and a spouse.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

PREPARED TO BE OFFICER AND SPOUSE	
STRONGLY AGREE.....	119
COL PRCT.....	32.4%
AGREE.....	136
COL PRCT.....	37.1%
UNDECIDED.....	34
COL PRCT.....	9.3%
DISAGREE.....	14
COL PRCT.....	3.8%
STRONGLY DISAGREE.....	11
COL PRCT.....	3.0%
DON'T KNOW.....	53
COL PRCT.....	14.4%
TOTAL.....	367

Variable Name: P86Q166  
Col Position/Length: 166,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Undecided  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 167: Having children and being a parent are responsibilities I'm ready to assume.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

PREPARED TO BE A PARENT	
STRONGLY AGREE.....	86
COL PRCT.....	23.6%
AGREE.....	94
COL PRCT.....	25.8%
UNDECIDED.....	53
COL PRCT.....	14.5%
DISAGREE.....	54
COL PRCT.....	14.8%
STRONGLY DISAGREE.....	37
COL PRCT.....	10.1%
DON'T KNOW.....	41
COL PRCT.....	11.2%
TOTAL.....	365

Variable Name: P86Q167  
Col Position/Length: 167,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Undecided  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

# APPENDIX A

## 1986 PROTEUS SURVEY CODEBOOK

Question 168: I think I can effectively balance the demands of being an officer with the demands of a family.

### FREQUENCIES FOR 1986 PROTEUS RESPONDENTS (N=3220)

BALANCE OFFICER AND FAMILY DEMANDS	
STRONGLY AGREE.....	86
COL PRCT.....	23.5%
AGREE.....	151
COL PRCT.....	41.3%
UNDECIDED.....	51
COL PRCT.....	13.9%
DISAGREE.....	27
COL PRCT.....	7.4%
STRONGLY DISAGREE.....	17
COL PRCT.....	4.6%
DON'T KNOW.....	34
COL PRCT.....	9.3%
TOTAL.....	366

Variable Name: P86Q168  
Col Position/Length: 168,1

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Undecided  
4=Disagree  
5=Strongly Disagree  
6=Don't Know

## APPENDIX B

Composite Set of 168 Items Representing the Total Set of Items

### DEMOGRAPHIC INFORMATION

ITEMS 1-7. The following questions are necessary to perform various statistical analyses. Failure to provide complete information could result in inaccurate interpretation. Given the Senior Army Officials interest and support of this program, please answer all the items.

1. What is your commission year group?
  - a. 1980
  - b. 1981
  - c. 1982
  - d. 1983
  - e. 1984
  - f. 1985
2. What is your source of commission?
  - a. OCS
  - b. USMA
  - c. ROTC
  - d. Direct
3. What is your rank?
  - a. 2LT
  - b. 1LT
  - c. CPT
  - d. MAJ
4. What is your sex?
  - a. Male
  - b. Female
5. What is your race?
  - a. American Indian or Alaskan Native
  - b. Asian or Pacific Islander
  - c. Black, not of Hispanic origin
  - d. Hispanic
  - e. White, not of Hispanic origin
6. What is your major command headquarters?
  - a. Forces Command
  - b. Training & Doctrine Command
  - c. U.S. Army Europe
  - d. Western Command
  - e. U.S. Army Korea
  - f. Other



## APPENDIX B

7. Which of the following applies to your present assignment?

- a. Combat Arms
- b. Combat Support
- c. Combat Service Support
- d. Other (e.g., graduate student)

### SOCIAL AND PERSONAL LIFE: EARLY CAREER SATISFACTIONS

ITEMS 8-25. Listed below are several different aspects of an officer's life. For each, please indicate how satisfied you are with this aspect of your life at the present time. Please indicate your response using the following scale:

- a. Extremely satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Extremely dissatisfied
- f. Don't know

- 8. Relationships with superior officers.
- 9. Relationships with peers.
- 10. Relationships with NCO's.
- 11. Relationships with troops and subordinates.
- 12. Personal relationships(s) with the opposite sex: (e.g., spouse, fiancé(e), other).
- 13. Work relationships with the opposite sex.
- 14. Opportunities to engage in athletic pursuits or physical activities.
- 15. Policies relating to fraternization.
- 16. Policies relating to assignments/relocation.
- 17. Policies relating to dual relocation of spouses.
- 18. Time available to pursue personal life goals.
- 19. Policies relating to pregnancies for female officers.
- 20. Command climate toward female officers.
- 21. Support received from family/friends for my career in military.
- 22. Support received from my branch assignment officer at MILPERCEN.
- 23. Overall, how satisfied are you with your life as an officer?

## APPENDIX B

24. Overall, how satisfied are you with your career progress in the military (assignments, developmental experiences, etc.)?
25. Overall, how satisfied are you with your personal life at the present time?

### CAREER INVOLVEMENT

ITEMS 26-31. Below is a list of statements a person might make about his or her job. You are to indicate your own personal feelings about your career by marking how much you agree or disagree with each of the statements at this time. use the following scale:

- a. Strongly agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strongly disagree
  - f. Don't know
26. I identify strongly with career.
  27. My career gives me a sense of well-being.
  28. I get a sense of pride from my career.
  29. My career is very important to me, compared to other areas of my life.
  30. I would probably begin by starting with my career, if I were to describe myself to someone.
  31. Were I to rank all of the things that I do, those things related to my career would be at or near the top.

### OVERALL COMMITMENT AND ADJUSTMENT

ITEMS 32 and 33. Many factors enter into a person's choice for career commitment. Think about your own career and the decisions you face. Please indicate your answer as you feel right now.

32. Which of the following best describes your career intentions at the present time?
  - a. I plan to stay in the Army until retirement.
  - b. I plan to stay in the Army beyond my obligation but am undecided about staying until retirement.
  - c. I am undecided whether or not I will stay in the Army upon completion of my obligation.
  - d. I will probably leave the Army upon completion of my obligation.
  - e. I will definitely leave the Army upon completion of my obligation.

## APPENDIX B

33. Overall, how would you describe your adjustment to the role of an Army officer?
- a. Very well adjusted
  - b. Adjusted
  - c. Neutral
  - d. Not well adjusted
  - e. Don't know
34. Please indicate your present marital status:
- a. Single
  - b. Formally engaged
  - c. Married
  - d. Legally separated
  - e. Divorced
  - f. Widow(er)
35. If married, please indicate the work and family plans you and your spouse have discussed:
- a. Plan a military career but not have children
  - b. Plan a military career and have children
  - c. Plan a career after the military but not have children
  - d. Plan a career after the military and have children
  - e. Plan to have children after leaving the Army
  - f. Do not have any work and family plans
  - g. Does not apply; I am not married
36. If married, do you have any children (or are you currently expecting)?
- a. Yes
  - b. No

### CAREER PLANNING

Items 37-45. Below is a list of activities that people sometimes engage in when planning or managing their career.

Use the following scale to respond:

- a. A great deal
  - b. Some
  - c. Very little
  - d. None
37. In Career Planning, I try to assess my own strengths, weaknesses, and interests.
38. In Career Planning, superior officers have helped me to assess my strengths, weaknesses, and interests..
39. In Career Planning, I try to get information about career opportunities.

## APPENDIX B

- 40. In Career Planning, superior officers have helped me to get information about career opportunities.
- 41. In Career Planning, I set personal career goals.
- 42. In Career Planning, superior officers have helped me to set career goals.
- 43. In Career Planning, I develop plans and strategies for achieving career goals.
- 44. In Career Planning, superior officers have helped me to develop plans and strategies for achieving career goals.
- 45. How far ahead have you been planning your career as an officer?
  - a. Short term (up to 5 years)
  - b. Mid range (up to 13 years)
  - c. Long range (up to 20 years or more)
  - d. I do not have career plans
- 46. Overall, how would you describe your adjustment to the life-style in the Army?
  - a. Very well adjusted
  - b. Adjusted
  - c. Neutral
  - d. Not well adjusted
  - e. Don't know

If married or engaged please respond to Items 47-50.

- 47. How committed is your spouse or fiancé(e) to an Army life-style?
  - a. Extremely committed
  - b. Committed
  - c. Neutral
  - d. Uncommitted
  - e. Extremely uncommitted
  - f. Don't know
- 48. How committed is your spouse or fiancé(e) to supporting your career as an officer?
  - a. Extremely committed
  - b. Committed
  - c. Neutral
  - d. Uncommitted
  - e. Extremely uncommitted
  - f. Don't know

## APPENDIX B

49. How compatible is your career as an Army officer with your spouse's or fiancé(e)'s career?
- a. Extremely compatible
  - b. Compatible
  - c. unsure
  - d. Incompatible
  - e. Extremely incompatible
  - f. Does not apply
50. How many children do you have either living with you or not? (Natural, step, foster children, etc.)
- a. None
  - b. One
  - c. Two
  - d. Three
  - e. Four or more

### SOCIAL AND PERSONAL LIFE: EARLY CAREER SATISFACTIONS

Items 51-57. Listed below are several different aspects of an officer's life. For each, please indicate how satisfied you are with this aspect of your life at the present time. Please indicate your response using the following scale:

- a. Extremely satisfied
  - b. Satisfied
  - c. Neutral
  - d. Dissatisfied
  - e. Extremely dissatisfied
  - f. Don't know
51. Opportunities to socialize and develop personal relationships.
52. Present marital status.
53. Living conditions/quarters.
54. Leave time.
55. Recreational opportunities.
56. Free time for social/recreational pursuits.
57. Present social relations (in general).

## APPENDIX B

### ROLE MODELS AND MENTORS

Items 58-63. Refer to questions about role models and mentors.

A role model--exemplifies admirable qualities and behaviors in a way that can be observed and limited by new members of the organization. Like the mentor, he or she is an older, more established member of the organization. Also like the mentor, the role model helps the new member, but in a more passive, less personal way--usually by setting an example of appropriate standards of performance that the newcomer can choose to emulate.

58. How many different people functioned as role models for you?

- a. None
- b. One
- c. Two to four
- d. Five or more

59. To what extent do you believe that role models are important for your professional development?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. No opinion

A mentor--is an older, more established member of an organization who establishes a personal relationship with a new member, and actively assists the individual in a professional way to become oriented to the organization and to achieve within the organization.

60. Was there one specific person who you remember as a mentor--someone who had a much greater impact on your orientation to the Army than others?

- a. No--Go to Question 66
- b. Yes--Continue with Questions 61-65

61. (If yes on question 48, otherwise skip to question 54) Your mentor was:

- a. Male
- b. Female

62. Your mentor was:

- a. Your Rater (e.g. company, Battery, Troop Commander, etc.)
- b. Your Senior Rater (e.g. Battalion Commander, BN XO)
- c. A Peer (Another LT with more experience)
- d. An Other Officer Not in Your Chain of Command
- e. A Key NCO (e.g. Platoon SGT, First SGT, etc.)
- f. Other (Spouse, Civilian Friend, Clergy, etc.)

## APPENDIX B

63. How did your mentor help; that is, what was the most important kind of assistance given?
- a. Job Related Guidance
  - b. Career Planning Guidance
  - c. Personal and Social Guidance
  - d. Moral/Ethical Guidance
64. How important was this help for you at this point in your life?
- a. Not too important
  - b. Somewhat important
  - c. Very important
  - d. Essential, indispensable
  - e. Not sure
65. To what extent do you believe mentor relationships are personally desirable within a military organization?
- a. Not at all
  - b. To a small extent
  - c. To a moderate extent
  - d. To a great extent
  - e. No opinion

## INDIVIDUAL ADJUSTMENT ISSUES

Items 66-69. The following items refer to personal adjustments. Think about your personal adjustment and personal concerns that you face. Please indicate your response as you feel right now.

66. How would you describe your physical fitness stature at this time?
- a. Can obtain maximum physical fitness standards required by the Army
  - b. Can obtain very close to the maximum physical fitness standards
  - c. Can obtain better than minimum physical fitness standards
  - d. Can obtain minimum physical fitness standards required by the Army
  - e. Cannot perform the minimum physical fitness standards
67. How would you describe your weight control stature at this time?
- a. Well within the weight standards set for my age and job
  - b. Within the weight standards set for my age and job
  - c. Barely within the weight standards set for my age and job
  - d. I have had problems meeting the weight control requirements

APPENDIX B

68. Have you been treated any more kindly or harshly in your job because of your race, sex, or ethnic origin?
- a. I have been treated more kindly due to my race.
  - b. I have been treated more harshly due to my race.
  - c. I have been treated more kindly due to my sex.
  - d. I have been treated more harshly due to my sex.
  - e. I have been treated more kindly due to my ethnic origin.
  - f. I have been treated more harshly due to my ethnic origin.
  - g. I do not believe that I have been treated any differently.
69. The differential treatment I have received has primarily involved:
- a. Superior Officers
  - b. Peers
  - c. NCO's
  - d. Combination of a and b
  - e. Combination of a and c
  - f. Combination of b and c
  - g. Does not apply
70. Do you perceive that pregnant female officers will be viewed differently (e.g. receiving unfair amount of time off, less likely to be assigned undesirable extra duties, less career enhancing duty assignment)?
- a. Strongly agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strongly disagree
71. Are you aware of the Army's Combat Exclusion Policy for female soldiers (units and specialties closed to women)?
- a. Yes
  - b. No
72. Do you believe that this policy will have any impact on your Personal Army career development opportunities?
- a. Yes
  - b. No
  - c. Do not know
73. Do you believe that this policy will have any impact on your personal commitment to an Army career?
- a. Definitely
  - b. Probably
  - c. Neutral
  - d. Not likely
  - e. Do not know



## APPENDIX B

Department of the Army has sponsored a research program to determine the early adjustments and experiences of Army officers. In answering the following questions, please focus your attention on those issues as they affect you in your present duty assignment.

Items 74-77. The following questions are designed to measure your perceptions of your effectiveness as a leader--in your current job in the Army.

74. How effective are you in carrying out your duties in your present leadership role?
- a. Very effective
  - b. Effective
  - c. Ineffective
  - d. Don't know
75. How do you rate yourself in terms of leadership performance, relative to what you would expect at this time as a junior officer?
- a. Top 10%
  - b. 2nd 10%
  - c. 3rd 10%
  - d. 4th 10%
  - e. 5th 10%
  - f. Bottom 50%
  - g. Don't know
76. How effective is your unit in performing the tasks assigned to it?
- a. Very effective
  - b. Effective
  - c. Ineffective
  - d. Don't know
77. How would you rate your unit in terms of task accomplishments, relative to other units performing similar tasks?
- a. Top 10%
  - b. 2nd 10%
  - c. 3rd 10%
  - d. 4th 10%
  - e. 5th 10%
  - f. Bottom 50%
  - g. Don't know

## APPENDIX B

ITEMS 78-83. The following questions are designed to measure how much factors affect unit performance. In your current job assignment indicate the extent to which each of the factors listed below contributes to the performance of your unit. In responding to statements, use the following scale.

- a. Did not contribute at all
- b. Contributed only minimally
- c. Contributed somewhat
- d. Contributed greatly
- e. Don't know/can't evaluate

- 78. The skill of the unit leader.
- 79. The skill of the unit subordinates.
- 80. Hard work on the part of the unit leader.
- 81. Hard work on the part of the unit subordinates.
- 82. Good luck.
- 83. Bad luck.

ITEMS 84-92. The following questions are designed to measure types of leadership influence strategies. Influence is the ability to get other persons to think, feel or act in a manner they would not have done otherwise. Using the scale below, rate the frequency with which you have used the following strategies to influence your subordinates in your present duty assignment.

- a. Always
- b. Almost always
- c. Often
- d. Sometimes
- e. Seldom
- f. Never
- g. Don't know

- 84. Made direct statements or requests without providing any explanations of the reasons behind such requests.
- 85. Made direct statements or requests, and backed them up by claiming to have superior skill of knowledge.
- 86. Made direct statements or requests while also providing the reasons behind the requests.
- 87. Did not make direct statements or requests, but hinted or made indirect side comments.
- 88. Threatened to use forms of punishment.
- 89. Used ingratiating tactics such as flattery or "apple polishing."

## APPENDIX B

- 90. Used personal punishment such as ignoring individuals or withdrawing personal support.
- 91. Used personal reward such as giving extra attention, help, support or friendship.
- 92. Made a direct statement or request, and asked them to go along with it as a way of helping the leader.

ITEMS 93-98. Many factors enter into a person's career decisions. Below is a list of some work-related factors that a person might consider. Think about your own career and the decisions you face. How much influence does (would) each of the following have on your career decisions? use the following scale:

- a. A great deal of influence
  - b. Quite a bit of influence
  - c. Some influence
  - d. Very little influence
  - e. No influence
  - f. Don't know
- 93. How much influence does pay have on your career decisions?
  - 94. How much influence do opportunities for command have on your career decisions?
  - 95. How much influence do Army benefits (e.g. medical, retirement, etc.) have on your career decisions?
  - 96. How much influence does the opportunity for Army funded graduate schooling have on your career decisions?
  - 97. How much influence does an undesirable location (e.g. post, major command, theater) have on your career decisions?
  - 98. How much influence do civilian alternatives (e.g. have on your decisions?)
  - 99. Do you have any concrete or specific civilian job offers available to you right now?
    - a. Does not apply
    - b. No
    - c. Yes

### ARMY CAREER POLICIES AND PRACTICES

ITEMS 100-107. We want to know how well you balance the multiple demands of career and personal life. Please indicate your answer as you feel right now.

Answer Items 100-104. If you are two officers who are married and both the husband and wife have military careers. Within the framework of Army policies, practices and life-style forms:

## APPENDIX B

100. Would protected joint domicile on long tour assignments (2 or 3 year assignments) be helpful to keep both officers committed in the Army?
- a. Definitely
  - b. Not likely
  - c. Don't know
101. Would compatible branches (one combat arms/one combat service support) be helpful to keep both officers committed in the Army?
- a. Definitely
  - b. Probably
  - c. Neutral
  - d. Not likely
  - e. Don't know
102. Would extended maternity leave (e.g. 1-2 year sabbatical with no loss of time in grade/time in service) be helpful to keep both officers committed to the Army?
- a. Definitely
  - b. Probably
  - c. Neutral
  - d. Not likely
  - e. Don't know
103. Would proper daycare facilities (e.g. licensed and trained staff to care and supervise infants, toddlers, pre-schooler's etc.) be helpful to keep officers committed in the Army?
- a. Definitely
  - b. Probably
  - c. Neutral
  - d. Not likely
  - e. Don't know
104. Have you discussed with your spouse the possibility that one career in the military must take priority over the other?
- a. Not at all
  - b. To a small extent
  - c. To a moderate extent
  - d. To a great extent
  - e. Does not apply

## APPENDIX B

ANSWER ITEMS 105-107 if you are an officer who is married to a civilian, and the spouse has a civilian career (not merely a job with no advancement potential).

105. Have you experienced status jealousy when comparing military and civilian career patterns?
- a. Not at all
  - b. To a small extent
  - c. To a moderate extent
  - d. To a great extent
  - e. No opinion
106. Have you discussed with your spouse the possibility that one career must be sacrificed?
- a. Not at all
  - b. To a small extent
  - c. To a moderate extent
  - d. To a great extent
  - e. Does not apply
107. Have you discussed the possibility of geographical separation to allow both spouses to continue to pursue careers?
- a. Not at all
  - b. To a small extent
  - c. To a moderate extent
  - d. To a great extent
  - e. Does not apply

### CHARACTERISTICS OF PRESENT ASSIGNMENT

ITEMS 108-138. Please think about your present duty assignment, in comparison to the assignments of other junior officers. Use the following scale:

- a. Well above average
  - b. Above average
  - c. Average
  - d. Below average
  - e. Well below average
  - f. Don't know
108. The amount of challenge in you duties.
109. The opportunity to express ideas to your immediate superior.
110. The willingness of your immediate superior to accept your ideas.
111. The feeling of contributing to decision-making.
112. The administrative effectiveness of your immediate superior.
113. The leadership effectiveness of your superior.

## APPENDIX B

114. The amount of discussion of your work with your immediate superior.
115. The amount of friendship between you and your immediate superior.
116. The respect for your immediate superior as a person.
117. The congeniality of life in your unit.
118. The amount of authoritarian control exercised over you by your immediate superior.
119. The amount of personal interest in you shown by your immediate superior.
120. The amount of constructive criticisms provided by your immediate superior.
121. The feeling of being treated as an equal by your immediate superior.
122. The amount of military tasks in your work.
123. The amount of discussion between you and your immediate superior on issues of importance aside from your work.
124. The amount of initiative actually exercised by you.
125. The amount of interference by others in areas that are your responsibility.
126. Opportunity to get to know the people in your unit.
127. Recognition of your accomplishments by your immediate superior.
128. The amount of direction provided by your immediate superior.
129. Your workload as an officer.
130. Feeling of contentment in your work.
131. The amount of guidance provided by your immediate superior.
132. Feeling of confidence in your work.
133. Feeling of being accepted by other officers in the unit.
134. Amount of constructive leadership provided by your immediate superior.
135. Feeling of being accepted by troops as a person.
136. Adequacy of training for your assignment.
137. The amount of assistance given to you by fellow officers in the unit.
138. The amount of task structure provided by the immediate superior.

## APPENDIX B

139. Overall, how much confidence do you have in your leadership abilities?

- a. A great deal
- b. Some
- c. Little
- d. None
- e. Don't know

### CHARACTERISTICS OF PRESENT ASSIGNMENT

ITEM 140. Please think about your present duty assignment, in comparison to the assignments of other junior officers. Use the following scale:

- a. Well above average
- b. Above average
- c. Average
- d. Below average
- e. Well below average
- f. Don't know

140. The amount of responsibility in your work.

ITEMS 141-143. The following questions relate to moral values and ethical issues regarding professional conduct in the Army. Many people believe that the behavioral examples set by officers have a great influence on others.

141. Based on your personal, first-hand experience has an officer at your unit ever behaved in a misleading, hypocritical, or deceitful way?

- a. Don't know
- b. No
- c. Yes

142. If so, has the conduct that you observed affected you psychologically?

- a. Does not apply
- b. No
- c. Yes

143. If so, how did you react to the observed incident?

- a. Does not apply
- b. Felt anger at the person
- c. Felt frustration with my unit
- d. Felt disillusioned with the Army
- e. No personal feelings were evoked

144. Overall, how much respect do you have for your leadership abilities?

- a. A great deal
- b. Some
- c. Little
- d. None
- e. Don't know

## APPENDIX B

Department of the Army has sponsored a research program to determine the adjustments, experiences and commitment of Army officers. In answering the following questions, please focus your attention on those issues as they affect you in your present duty assignment.

ITEMS 145-149. The following questions are designed to measure your leadership perceptions and experiences.

145. I am or have already commanded at the company grade level (e.g. company, battery, troop, shop officer, aviation platoon, etc.).
- a. 1-6 months
  - b. 7-12 months
  - c. More than 12 months
  - d. Have not had command
  - e. Does not apply
146. Based upon formal feedback (e.g. counselling, OERs, etc.) how would you characterize the success of your command experience?
- a. Very successful
  - b. Successful
  - c. Unsuccessful
  - d. Very unsuccessful
  - e. Don't know
  - f. Does not apply
147. How important is successful command as a captain to your commitment to stay in the Army?
- a. Very important
  - b. Important
  - c. Not important
  - d. Don't know
  - e. Does not apply
148. How difficult is it for an officer in your branch at your MACOM location to get a command?
- a. Very difficult
  - b. Difficult
  - c. Not difficult
  - d. Not available in my career field
  - e. Don't know
  - f. Does not apply
149. Do you think that the opportunity to command as a captain is the most important job you will have done since you have been in the Army?
- a. Yes
  - b. No
  - c. Don't know
  - d. Does not apply



## APPENDIX B

### CHARACTERISTICS OF PRESENT ASSIGNMENT

ITEMS 150-151. Please think about your present duty assignment, in comparison to the assignments of other junior officers. Use the following scale:

- a. Well above average
- b. Above average
- c. Average
- d. Below average
- e. Well below average
- f. Don't know

150. The opportunity to exercise initiative.

151. The encouragement to exercise initiative.

### PRE-COMMISSION EXPERIENCES

ITEMS 152-156. Below is a list of statements a person might make describing his/her preparation for a career as an officer. Based on your experiences, please indicate the extent to which you agree or disagree with each statement. Use the following scale:

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree
- f. Does not apply

152. My academic program of studies prepared me to master the requirements of my Branch Course.

153. Based upon my academic training, I feel well prepared to conduct oral presentations and briefings.

154. Based upon my academic training, I feel well prepared to write memos and short communiques.

155. Based upon my physical training experiences, I feel well prepared to lead my unit in physical training activities.

156. Based upon my physical training experiences, I feel well prepared to meet the Army's standards of physical fitness for officers.

ITEMS 157-159. The questions below are designed to obtain information about your leadership development. Please answer each using the following scale:

- a. Very valuable
- b. Valuable
- c. Of some value
- d. Of little value
- e. Not valuable at all
- f. Does not apply

## APPENDIX B

- 157. How valuable was your Cadet Troop Leader Training experience in preparing you for your role as an officer?
- 158. How valuable was your Summer Camp Leadership experience in preparing you for your role as an officer?
- 159. How valuable was your branch and specialty orientation in helping to prepare you for your role as an officer?

### MILITARY TRANSITION

ITEMS 160-168. Below is a list of statements describing experiences and feelings that people sometimes have when making the transition from being a cadet or candidate to becoming an officer. For each, please indicate the extent to which you agree or disagree that the statement describes your own experience or feeling. Use the following scale:

- a. Strongly agree
- b. Agree
- c. Undecided
- d. Disagree
- e. Strongly disagree
- f. Don't know

- 160. When I left school I felt confident of my ability to assume my first assignment.
- 161. Sometimes I wondered if I was ready to assume a leadership role with troops.
- 162. Sometimes I questioned my experience and whether I was capable of the tasks ahead.
- 163. I knew what to expect in my first assignment; I was well informed.
- 164. The freedom I suddenly had was a new experience; it took time to adjust.
- 165. I didn't really know how to handle the freedom very well.
- 166. I feel prepared to manage being both an officer and a spouse.
- 167. Having children and being a parent are responsibilities I'm ready to assume.
- 168. I think I can effectively balance the demands of being an officer with the demands of a family.

## APPENDIX B

### Items and Instructions Administered to the Sample of Male and Female Officers Commissioned in 1980

#### DEMOGRAPHIC INFORMATION

ITEMS 1-7. The following questions are necessary to perform various statistical analyses. Failure to provide complete information could result in inaccurate interpretation. Given the Senior Army Officials interest and support of this program, please answer all of the items.

1. What is your commission year group?
  - a. 1980
  - b. 1981
  - c. 1982
  - d. 1983
  - e. 1984
  - f. 1985
2. What is your source of commission?
  - a. OCS
  - b. USMA
  - c. ROTC
  - d. Direct
3. What is your rank?
  - a. 2LT
  - b. 1LT
  - c. CPT
  - d. MAJ
4. What is your sex?
  - a. Male
  - b. Female
5. What is your race?
  - a. American Indian or Alaskan Native
  - b. Asian or Pacific Islander
  - c. Black, not of Hispanic origin
  - d. Hispanic
  - e. White, not of Hispanic origin
6. What is your major command headquarters?
  - a. Forces Command
  - b. Training & Doctrine Command
  - c. U.S. Army Europe
  - d. Western Command
  - e. U. S. Army Korea
  - f. Other

## APPENDIX B

7. Which of the following applies to your present assignment?

- a. Combat Arms
- b. Combat Support
- c. Combat Service Support
- d. Other (e.g., graduate student)

Department of the Army has sponsored a research program to determine the adjustments, experiences and commitment of Army officers. In answering the following questions, please focus your attention on those issues as they affect you in your present duty assignment.

ITEMS 8-12. The following questions are designed to measure your leadership perceptions and experiences.

8. I am or have already commanded at the company grade level (e.g. company, battery, troop, shop officer, aviation platoon, etc.).

- a. 1-6 months
- b. 7-12 months
- c. More than 12 months
- d. Have not had command
- e. Does not apply

9. Based upon formal feedback (e.g. counselling, OERs, etc.) how would you characterize the success of your command experience?

- a. Very successful
- b. Successful
- c. Unsuccessful
- d. Very unsuccessful
- e. Don't know
- f. Does not apply

## APPENDIX B

10. How important is successful command as a captain to your commitment to stay in the Army?

- a. Very important
- b. Important
- c. Not important
- d. Don't know
- e. Does not apply

11. How difficult is it for an officer in your branch at your MACOM location to get a command?

- a. Very difficult
- b. Difficult
- c. Not difficult
- d. Not available in my career field
- e. Don't know
- f. Does not apply

12. Do you think that the opportunity to command as a captain is the most important job you will have done since you have been in the Army?

- a. Yes
- b. No
- c. Don't know
- d. Does not apply

## APPENDIX B

### SOCIAL AND PERSONAL LIFE: EARLY CAREER SATISFACTIONS

ITEMS 13-30. Listed below are several different aspects of an officer's life. For each, please indicate how satisfied you are with this aspect of your life at the present time. Please indicate your response using the following scale:

- a. Extremely satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Extremely dissatisfied
- f. Don't know

- 13. Relationships with superior officers.
- 14. Relationships with peers.
- 15. Relationships with NCO's.
- 16. Relationships with troops and subordinates.
- 17. Personal relationship(s) with the opposite sex: (e.g., spouse, fiancé(e), other).
- 18. Work relationships with the opposite sex.
- 19. Opportunities to engage in athletic pursuits or physical activities.
- 20. Policies relating to fraternization.
- 21. Policies relating to assignments/relocation.
- 22. Policies relating to dual relocation of spouses.
- 23. Time available to pursue personal life goals.
- 24. Policies relating to pregnancies for female officers.
- 25. Command climate toward female officers.
- 26. Support received from family/friends for my career in military.
- 27. Support received from my branch assignment officer at MILPERCEN.
- 28. Overall, how satisfied are you with your life as an officer?
- 29. Overall, how satisfied are you with your career progress in the military (assignments, developmental experiences, etc.)?
- 30. Overall, how satisfied are you with your personal life at the present time?

## APPENDIX B

### CAREER PLANNING

Items 31-38. Below is a list of activities that people sometimes engage in when planning or managing their career.

Use the following scale to respond:

- a. A great deal
- b. Some
- c. Very little
- d. None

31. In Career Planning, I try to assess my own strengths, weaknesses, and interests.

32. In Career Planning, superior officers have helped me to assess my strengths, weaknesses, and interests.

33. In Career Planning, I try to get information about career opportunities.

34. In Career Planning, superior officers have helped me to get information about career opportunities.

35. In Career Planning, I set personal career goals.

36. In Career Planning, superior officers have helped me to set career goals.

37. In Career Planning, I develop plans and strategies for achieving career goals.

38. In Career Planning, superior officers have helped me to develop plans and strategies for achieving career goals.

39. How far ahead have you been planning your career as an officer?

- a. Short term (up to 5 years)
- b. Mid range (up to 13 years)
- c. Long range (up to 20 years or more)
- d. I do not have career plans

## APPENDIX B

### CAREER INVOLVEMENT

Items 40-45. Below is a list of statements a person might make about his or her job. You are to indicate your own personal feelings about your career by marking how much you agree or disagree with each of the statements at this time. Use the following scale:

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree
- f. Don't know

- 40. I identify strongly with career.
- 41. My career gives me a sense of well-being.
- 42. I get a sense of pride from my career.
- 43. My career is very important to me, compared to other areas of my life.
- 44. I would probably begin by stating my career, if I were to describe myself to someone.
- 45. Were I to rank all of the things that I do, those things related to my career would be at or near the top.

### ROLE MODELS AND MENTORS

Items 46-53. Refer to questions about role models and mentors.

A role model--exemplifies admirable qualities and behaviors in a way that can be observed and limited by new members of the organization. Like the mentor, he or she is an older, more established member of the organization. Also like the mentor, the role model helps the new member, but in a more passive, less personal way--usually by setting an example of appropriate standards of performance that the newcomer can choose to emulate.

- 46. How many different people functioned as role models for you?
  - a. None
  - b. One
  - c. Two to four
  - d. Five or more



## APPENDIX B

47. To what extent do you believe that role models are important for your professional development?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. No opinion

A mentor--is an older, more established member of an organization who establishes a personal relationship with a new member, and actively assists the individual in a professional way to become oriented to the organization and to achieve within the organization.

48. Was there one specific person who you remember as a mentor--someone who had a much greater impact on your orientation to the Army than others?

- a. No--Go to Question 54
- b. Yes--Continue with Questions 49-53

49. (If yes on question 69, otherwise skip to question 75) Your mentor was:

- a. Male
- b. Female

50. Your mentor was:

- a. Your Rater (e.g. Company, Battery, Troop Commander, etc.)
- b. Your Senior Rater (e.g. Battalion Commander, BN XO)
- c. A Peer (Another LT with more experience)
- d. An Other Officer Not in Your Chain of Command
- e. A Key NCO (e.g. Platoon SGT, First SGT, etc.)
- f. Other (Spouse, Civilian Friend, Clergy, etc.)

51. How did your mentor help; that is, what was the most important kind of assistance given?

- a. Job Related Guidance
- b. Career Planning Guidance
- c. Personal and Social Guidance
- d. Moral/Ethical Guidance

## APPENDIX B

52. How important was this help for you at this point in your life?

- a. Not too important
- b. Somewhat important
- c. Very important
- d. Essential, indispensable
- e. Not sure

53. To what extent do you believe mentor relationships are personally desirable within a military organization?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. No opinion

### INDIVIDUAL ADJUSTMENT ISSUES

Items 54-57. The following items refer to personal adjustments. Think about your personal adjustment and personal concerns that you face. Please indicate your response as you feel right now.

54. How would you describe your physical fitness stature at this time?

- a. Can obtain maximum physical fitness standards required by the Army
- b. Can obtain very close to the maximum physical fitness standards.
- c. Can obtain better than minimum physical fitness standards
- d. Can obtain minimum physical fitness standards required by the Army
- e. Cannot perform the minimum physical fitness standards

55. How would you describe your weight control stature at this time?

- a. Well within the weight standards set for my age and job
- b. Within the weight standards set for my age and job
- c. Barely within the weight standards set for my age and job
- d. I have had problems meeting the weight control requirements

56. Have you been treated any more kindly or harshly in your job because of your race, sex, or ethnic origin?

- a. I have been treated more kindly due to my race.
- b. I have been treated more harshly due to my race.
- c. I have been treated more kindly due to my sex.
- d. I have been treated more harshly due to my sex.
- e. I have been treated more kindly due to my ethnic origin.
- f. I have been treated more harshly due to my ethnic origin.
- g. I do not believe that I have been treated any differently.

## APPENDIX B

57. The differential treatment I have received has primarily involved:

- a. Superior Officers
- b. Peers
- c. NCO's
- d. Combination of a and b
- e. Combination of a and c
- f. Combination of b and c
- g. Does not apply

### OVERALL COMMITMENT AND ADJUSTMENT

ITEMS 58-60. Many factors enter into a person's choice for career commitment. Think about your own career and the decisions you face. Please indicate your answer as you feel right now.

58. Which of the following best describes your career intentions at the present time?

- a. I plan to stay in the Army until retirement.
- b. I plan to stay in the Army beyond my obligation but am undecided about staying until retirement.
- c. I am undecided whether or not I will stay in the Army upon completion of my obligation.
- d. I will probably leave the Army upon completion of my obligation.
- e. I will definitely leave the Army upon completion of my obligation.

59. Overall, how would you describe your adjustment to the role of an Army officer?

- a. Very well adjusted
- b. Adjusted
- c. Neutral
- d. Not well adjusted
- e. Don't know

60. Overall, how would you describe your adjustment to the life-style in the Army?

- a. Very well adjusted
- b. Adjusted
- c. Neutral
- d. Not well adjusted
- e. Don't know

## APPENDIX B

61. Please indicate your present marital status:

- a. Single
- b. Formally engaged
- c. Married
- d. Legally separated
- e. Divorced
- f. Widow(er)

If married or engaged please respond to Items 62-67. All others please skip to Item 68.

62. How committed is your spouse or fiancé(e) to an Army life-style?

- a. Extremely committed
- b. Committed
- c. Neutral
- d. Uncommitted
- e. Extremely uncommitted
- f. Don't know

63. How committed is your spouse or fiancé(e) to supporting your career as an officer?

- a. Extremely committed
- b. Committed
- c. Neutral
- d. Uncommitted
- e. Extremely uncommitted
- f. Don't know

64. How compatible is your career as an Army officer with your spouse's or fiancé(e)'s career?

- a. Extremely compatible
- b. Compatible
- c. Unsure
- d. Incompatible
- e. Extremely incompatible
- f. Does not apply

## APPENDIX B

65. If married, please indicate the work and family plans you and your spouse have discussed:

- a. Plan a military career but not have children
- b. Plan a military career and have children
- c. Plan a career after the military but not have children
- d. Plan a career after the military and have children
- e. Plan to have children after leaving the Army
- f. Do not have any work and family plans
- g. Does not apply; I am not married

66. If married, do you have any children (or are you currently expecting)?

- a. Yes
- b. No.

67. How many children do you have either living with you or not? (natural, step, foster children, etc.)

- a. None
- b. One
- c. Two
- d. Three
- e. Four or more

68. Do you perceive that pregnant female officers will be viewed differently (e.g. receiving unfair amount of time off, less likely to be assigned undesirable extra duties, less career enhancing duty assignment)?

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

69. Are you aware of the Army's Combat Exclusion Policy for female soldiers (units and specialties closed to women)?

- a. Yes
- b. No

70. Do you believe that this policy will have any impact on your personal Army career development opportunities?

- a. Yes
- b. No
- c. Do not know

## APPENDIX B

71. Do you believe that this policy will have any impact on your personal commitment to an Army career?

- a. Definitely
- b. Probably
- c. Neutral
- d. Not likely
- e. Do not know

ITEMS 72-77. Many factors enter into a person's career decisions. Below is a list of some work-related factors that a person might consider. Think about your own career and the decisions you face. How much influence does (would) each of the following have on your career decisions? Use the following scale:

- a. A great deal of influence
- b. Quite a bit of influence
- c. Some influence
- d. Very little influence
- e. No influence
- f. Don't know

72. How much influence does pay have on your career decisions?

73. How much influence do opportunities for command have on your career decisions?

74. How much influence do Army benefits (e.g. medical, retirement, etc.) have on your career decisions?

75. How much influence does the opportunity for Army funded graduate schooling have on your career decisions?

76. How much influence does an undesirable location (e.g. post, major command, theater) have on your career decisions?

77. How much influence do civilian alternatives (e.g. have on your decisions?)

78. Do you have any concrete or specific civilian job offers available to you right now?

- a. Does not apply
- b. No
- c. Yes

## APPENDIX B

### ARMY CAREER POLICIES AND PRACTICES

ITEMS 79-86. We want to know how well you balance the multiple demands of career and personal life. Please indicate your answer as you feel right now.

Answer Items 79-82 if you are two officers who are married and both the husband and wife have military careers. Within the framework of Army policies, practices and life-style forms:

79. Would protected joint domicile on long tour assignments (2 or 3 year assignments) be helpful to keep both officers committed in the Army?

- a. Definitely
- b. Not likely
- c. Don't know

80. Would compatible branches (one combat arms/one combat service support) be helpful to keep both officers committed in the Army?

- a. Definitely
- b. Probably
- c. Neutral
- d. Not likely
- e. Don't know

81. Would extended maternity leave (e.g. 1-2 year sabbatical with no loss of time in grade/time in service) be helpful to keep both officers committed to the Army?

- a. Definitely
- b. Probably
- c. Neutral
- d. Not likely
- e. Don't know

82. Would proper daycare facilities (e.g. licensed and trained staff to care and supervise infants, toddlers, pre-schooler's etc.) be helpful to keep officers committed in the Army?

- a. Definitely
- b. Probably
- c. Not likely
- d. Not likely
- e. Don't know

## APPENDIX B

83. Have you discussed with your spouse the possibility that one career in the military must take priority over the other?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. Does not apply

ANSWER ITEMS 84-86 if you are an officer who is married to a civilian, and the spouse has a civilian career (not merely a job with no advancement potential).

84. Have you experienced status jealousy when comparing military and civilian career patterns?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. No opinion

85. Have you discussed with your spouse the possibility that one career must be sacrificed?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. Does not apply

86. Have you discussed the possibility of geographical separation to allow both spouses to continue to pursue careers?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. Does not apply



## APPENDIX B

### Item Statistics for 1980 Sample

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
1	688	1	0	1
2	676	2.639	.746	2
3	676	3.000	.189	3
4	672	1.129	.336	4
5	678	4.609	.836	5
6	671	2.057	1.285	6
7	675	1.969	1.037	7
8	645	2.719	1.025	145
9	458	1.498	.649	146
10	629	1.386	.617	147
11	623	2.018	.772	148
12	624	1.210	.408	149
13	673	2.239	1.018	8
14	668	1.970	.837	9
15	674	1.955	.836	10
16	663	1.866	.805	11
17	679	1.906	1.066	12
18	614	2.236	.880	13
19	656	2.343	1.182	14
20	626	2.458	.979	15
21	678	2.677	1.106	16
22	519	2.836	.899	17
23	655	3.115	1.094	18
24	527	3.124	.930	19
25	570	2.904	.976	20

# APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
26	658	1.827	.928	21
27	656	2.750	1.132	22
28	678	1.973	.854	23
29	669	2.058	.995	24
30	658	2.076	.953	25
31	678	1.254	.533	37
32	677	2.201	.820	38
33	675	1.446	.605	39
34	674	2.384	.880	40
35	680	1.369	.605	41
36	677	2.510	.881	42
37	676	1.607	.736	43
38	676	2.589	.869	44
39	683	1.717	.836	45
40	673	1.786	.894	26
41	680	1.894	.879	27
42	680	1.560	.738	28
43	678	2.049	.943	29
44	660	2.221	1.103	30
45	681	2.015	.956	31
46	668	2.787	.754	58
47	671	3.291	.818	59
48	649	1.331	.471	60
49	450	1.069	.254	61
50	483	2.161	1.415	62

# APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
51	475	1.825	1.058	63
52	471	2.907	.749	64
53	475	3.354	.912	65
54	676	2.033	.853	66
55	681	1.527	.789	67
56	680	6.096	1.819	68
57	175	2.206	1.591	69
58	666	1.745	1.003	32
59	668	1.401	.618	33
60	649	1.331	.471	46
61	685	2.632	.982	34
62	547	2.080	.969	47
63	545	1.818	.846	48
64	460	2.404	1.191	49
65	525	2.259	.905	35
66	511	1.319	.467	36
67	534	2.155	1.001	50
68	673	2.205	1.029	70
69	646	1.063	.244	71
70	538	1.751	.433	72
71	644	3.495	.960	73
72	664	2.430	.978	93
73	666	2.285	1.116	94
74	666	2.285	.988	95
75	668	2.769	1.267	96

## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
76	676	2.740	1.085	97
77	657	2.778	1.184	98
78	578	1.715	.452	99
79	158	1.101	.303	100
80	195	1.949	.872	101
81	183	1.820	.923	102
82	189	1.614	.732	103
83	191	2.801	1.082	104
84	277	1.708	.908	105
85	262	2.485	1.130	106
86	255	1.961	1.042	107

## APPENDIX B

Items and Instructions Administered to the Sample  
of Male and Female Officers Commissioned  
in 1981

### DEMOGRAPHIC INFORMATION

ITEMS 1-7. The following questions are necessary to perform various statistical analyses. Failure to provide complete information could result in inaccurate interpretation. Given the Senior Army Officials' interest and support of this program, please answer all of the items.

1. What is your commission year group?
  - a. 1980
  - b. 1981
  - c. 1982
  - d. 1983
  - e. 1984
  - f. 1985
2. What is your source of commission?
  - a. OCS
  - b. USMA
  - c. ROTC
  - d. Direct
3. What is your rank?
  - a. 2LT
  - b. 1LT
  - c. CPT
  - d. MAJ
4. What is your sex?
  - a. Male
  - b. Female
5. What is your race?
  - a. American Indian or Alaskan Native
  - b. Asian or Pacific Islander
  - c. Black, not of Hispanic origin
  - d. Hispanic
  - e. White, not of Hispanic origin
6. What is your major command headquarters?
  - a. Forces Command
  - b. Training & Doctrine Command
  - c. U.S. Army Europe
  - d. Western Command
  - e. U. S. Army Korea
  - f. Other

## APPENDIX B

7. Which of the following applies to your present assignment?

- a. Combat Arms
- b. Combat Support
- c. Combat Service Support
- d. Other (e.g., graduate student)

Department of the Army has sponsored a research program to determine the early adjustments and experiences of Army officers. In answering the following questions, please focus your attention on those issues as they affect you in your present duty assignment.

ITEMS 8-12. The following questions are designed to measure your perceptions of your effectiveness as a leader--in your current job in the Army.

8. How effective are you in carrying out your duties in your present leadership role?

- a. Very Effective
- b. Effective
- c. Ineffective
- d. Don't know

9. How do you rate yourself in terms of leadership performance, relative to what you would expect at this time as a junior officer?

- a. Top 10%
- b. 2nd 10%
- c. 3rd 10%
- d. 4th 10%
- e. 5th 10%
- f. Bottom 50%
- g. Don't know

## APPENDIX B

10. Overall, how much confidence do you have in your leadership abilities?

- a. A great deal
- b. Some
- c. Little
- d. None
- e. Don't know

11. How effective is your unit in performing the tasks assigned to it?

- a. Very effective
- b. Effective
- c. Ineffective
- d. Don't know

12. How would you rate your unit in terms of task accomplishments, relative to other units performing similar tasks?

- a. Top 10%
- b. 2nd 10%
- c. 3rd 10%
- d. 4th 10%
- e. 5th 10%
- f. Bottom 50%
- g. Don't know

ITEMS 13-18. The following questions are designed to measure how much factors affect unit performance. In your current job assignment indicate the extent to which each of the factors listed below contributes to the performance of your unit. In responding to statements, use the following scale.

- a. Did not contribute at all
- b. Contributed only minimally
- c. Contributed somewhat
- d. Contributed greatly
- e. Don't know/can't evaluate

13. The skill of the unit leader.

14. The skill of the unit subordinates.

15. Hard work on the part of the unit leader.

16. Hard work on the part of the unit subordinates.

17. Good luck.

18. Bad luck.

## APPENDIX B

ITEMS 19-27. The following questions are designed to measure types of leadership influence strategies. Influence is the ability to get other persons to think, feel or act in a manner they would not have done otherwise. Using the scale below, rate the frequency with which you have used the following strategies to influence your subordinates in your present duty assignment.

- a. Always
- b. Almost always
- c. Often
- d. Sometimes
- e. Seldom
- f. Never
- g. Don't know

- 19. Made direct statements or requests without providing any explanations of the reasons behind such requests.
- 20. Made direct statements or requests, and backed them up by claiming to have superior skill or knowledge.
- 21. Made direct statements or requests while also providing the reasons behind the requests.
- 22. Did not make direct statements or requests, but hinted or made indirect side comments.
- 23. Threatened to use forms of punishment.
- 24. Used ingratiating tactics such as flattery or "apple polishing."
- 25. Used personal punishment such as ignoring individuals or withdrawing personal support.
- 26. Used personal reward such as giving extra attention, help, support or friendship.
- 27. Made a direct statement or request, and asked them to go along with it as a way of helping the leader.

### SOCIAL AND PERSONAL LIFE: EARLY CAREER SATISFACTIONS

ITEMS 28-52. Listed below are several different aspects of an officer's life. For each, please indicate how satisfied you are with this aspect of your life at the present time. Please indicate your response using the following scale:

- a. Extremely satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Extremely dissatisfied
- f. Don't know



## **APPENDIX B**

28. Relationships with superior officers.
29. Relationships with peers.
30. Relationships with NCO's.
31. Relationships with troops and subordinates.
32. Opportunities to socialize and develop personal relationships.
33. Present marital status.
34. Living conditions/quarters.
35. Leave time.
36. Recreational opportunities.
37. Free time for social/recreational pursuits.
38. Present social relations (in general).
39. Personal relationship(s) with the opposite sex: (e.g., spouse, fiancé(e), other).
40. Work relationships with the opposite sex.
41. Opportunities to engage in athletic pursuits or physical activities.
42. Policies relating to fraternization.
43. Policies relating to assignments/relocation.
44. Policies relating to dual relocation of spouses.
45. Time available to pursue personal life goals.
46. Policies relating to pregnancies for female officers.
47. Command climate toward female officers.
48. Support received from family/friends for my career in military.
49. Support received from my branch assignment officer at MILPERCEN.
50. Overall, how satisfied are you with your life as an officer?
51. Overall, how satisfied are you with your career progress in the military (assignments, developmental experiences, etc.)?
52. Overall, how satisfied are you with your personal life at the present time?

## APPENDIX B

### CAREER PLANNING

Items 53-60. Below is a list of activities that people sometimes engage in when planning or managing their career.

Use the following scale to respond:

- a. A great deal
- b. Some
- c. Very little
- d. None

53. In Career Planning, I try to assess my own strengths, weaknesses, and interests.

54. In Career Planning, superior officers have helped me to assess my strengths, weaknesses, and interests.

55. In Career Planning, I try to get information about career opportunities.

56. In Career Planning, superior officers have helped me to get information about career opportunities.

57. In Career Planning, I set personal career goals.

58. In Career Planning, superior officers have helped me to set career goals.

59. In Career Planning, I develop plans and strategies for achieving career goals.

60. In Career Planning, superior officers have helped me to develop plans and strategies for achieving career goals.

61. How far ahead have you been planning your career as an officer?

- a. Short term (up to 5 years)
- b. Mid range (up to 13 years)
- c. Long range (up to 20 years or more)
- d. I do not have career plans

## APPENDIX B

### CAREER INVOLVEMENT

Items 62-67. Below is a list of statements a person might make about his or her job. You are to indicate your own personal feelings about your career by marking how much you agree or disagree with each of the statements at this time. Use the following scale:

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree
- f. Don't know

- 62. I identify strongly with career.
- 63. My career gives me a sense of well-being.
- 64. I get a sense of pride from my career.
- 65. My career is very important to me, compared to other areas of my life.
- 66. I would probably begin by stating my career, if I were to describe myself to someone.
- 67. Were I to rank all of the things that I do, those things related to my career would be at or near the top.

### ROLE MODELS AND MENTORS

Items 68-75. Refer to questions about role models and mentors.

A role model--exemplifies admirable qualities and behaviors in a way that can be observed and limited by new members of the organization. Like the mentor, he or she is an older, more established member of the organization. Also like the mentor, the role model helps the new member, but in a more passive, less personal way--usually by setting an example of appropriate standards of performance that the newcomer can choose to emulate.

- 68. How many different people functioned as role models for you?
- a. None
- b. One
- c. Two to four
- d. Five or more

## APPENDIX B

69. To what extent do you believe that role models are important for your professional development?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. No opinion

A mentor--is an older, more established member of an organization who establishes a personal relationship with a new member, and actively assists the individual in a professional way to become oriented to the organization and to achieve within the organization.

70. Was there one specific person who you remember as a mentor--someone who had a much greater impact on your orientation to the Army than others?

- a. No--Go to Question 76
- b. Yes--Continue with Questions 71-75

71. (If yes on question 70, otherwise skip to question 76) Your mentor was:

- a. Male
- b. Female

72. Your mentor was:

- a. Your Rater (e.g. Company, Battery, Troop Commander, etc.)
- b. Your Senior Rater (e.g. Battalion Commander, BN XO)
- c. A Peer (Another LT with more experience)
- d. An Other Officer Not in Your Chain of Command
- e. A Key NCO (e.g. Platoon SGT, First SGT, etc.)
- f. Other (Spouse, Civilian Friend, Clergy, etc.)

73. How did your mentor help; that is, what was the most important kind of assistance given?

- a. Job Related Guidance
- b. Career Planning Guidance
- c. Personal and Social Guidance
- d. Moral/Ethical Guidance

## APPENDIX B

74. How important was this help for you at this point in your life?

- a. Not too important
- b. Somewhat important
- c. Very important
- d. Essential, indispensable
- e. Not sure

75. To what extent do you believe mentor relationships are personally desirable within a military organization?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. No opinion

### INDIVIDUAL ADJUSTMENT ISSUES

Items 76-79. The following items refer to personal adjustments. Think about your personal adjustment and personal concerns that you face. Please indicate your response as you feel right now.

76. How would you describe your physical fitness stature at this time?

- a. Can obtain maximum physical fitness standards required by the Army
- b. Can obtain very close to the maximum physical fitness standards.
- c. Can obtain better than minimum physical fitness standards
- d. Can obtain minimum physical fitness standards required by the Army
- e. Cannot perform the minimum physical fitness standards

77. How would you describe your weight control stature at this time?

- a. Well within the weight standards set for my age and job
- b. Within the weight standards set for my age and job
- c. Barely within the weight standards set for my age and job
- d. I have had problems meeting the weight control requirements

78. Have you been treated any more kindly or harshly in your job because of your race, sex, or ethnic origin?

- a. I have been treated more kindly due to my race.
- b. I have been treated more harshly due to my race.
- c. I have been treated more kindly due to my sex.
- d. I have been treated more harshly due to my sex.
- e. I have been treated more kindly due to my ethnic origin.
- f. I have been treated more harshly due to my ethnic origin.
- g. I do not believe that I have been treated any differently.

## APPENDIX B

79. The differential treatment I have received has primarily involved:

- a. Superior Officers
- b. Peers
- c. NCO's
- d. Combination of a and b
- e. Combination of a and c
- f. Combination of b and c
- g. Does not apply

### OVERALL COMMITMENT AND ADJUSTMENT

ITEMS 80-82. Many factors enter into a person's choice for career commitment. Think about your own career and the decisions you face. Please indicate your answer as you feel right now.

80. Which of the following best describes your career intentions at the present time?

- a. I plan to stay in the Army until retirement.
- b. I plan to stay in the Army beyond my obligation but am undecided about staying until retirement.
- c. I am undecided whether or not I will stay in the Army upon completion of my obligation.
- d. I will probably leave the Army upon completion of my obligation.
- e. I will definitely leave the Army upon completion of my obligation.

81. Overall, how would you describe your adjustment to the role of an Army officer?

- a. Very well adjusted
- b. Adjusted
- c. Neutral
- d. Not well adjusted
- e. Don't know

82. Overall, how would you describe your adjustment to the life-style in the Army?

- a. Very well adjusted
- b. Adjusted
- c. Neutral
- d. Not well adjusted
- e. Don't know

## APPENDIX B

83. Please indicate your present marital status:

- a. Single
- b. Formally engaged
- c. Married
- d. Legally separated
- e. Divorced
- f. Widow(er)

If married or engaged please respond to Items 84-89. All others please skip to Item 90.

84. How committed is your spouse or fiancé(e) to an Army life-style?

- a. Extremely committed
- b. Committed
- c. Neutral
- d. Uncommitted
- e. Extremely uncommitted
- f. Don't know

85. How committed is your spouse or fiancé(e) to supporting your career as an officer?

- a. Extremely committed
- b. Committed
- c. Neutral
- d. Uncommitted
- e. Extremely uncommitted
- f. Don't know

86. How compatible is your career as an Army officer with your spouse's or fiancé(e)'s career?

- a. Extremely compatible
- b. Compatible
- c. Unsure
- d. Incompatible
- e. Extremely incompatible
- f. Does not apply

## APPENDIX B

87. If married, please indicate the work and family plans you and your spouse have discussed:

- a. Plan a military career but not have children
- b. Plan a military career and have children
- c. Plan a career after the military but not have children
- d. Plan a career after the military and have children
- e. Plan to have children after leaving the Army
- f. Do not have any work and family plans
- g. Does not apply; I am not married

88. If married, do you have any children (or are you currently expecting)?

- a. Yes
- b. No

89. How many children do you have either living with you or not? (natural, step, foster children, etc.)

- a. None
- b. One
- c. Two
- d. Three
- e. Four or more

90. Do you perceive that pregnant female officers will be viewed differently (e.g. receiving unfair amount of time off, less likely to be assigned undesirable extra duties, less career enhancing duty assignment)?

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

91. Are you aware of the Army's Combat Exclusion Policy for female soldiers (units and specialties closed to women)?

- a. Yes
- b. No

92. Do you believe that this policy will have any impact on your personal Army career development opportunities?

- a. Yes
- b. No
- c. Do not know



## APPENDIX B

93. Do you believe that this policy will have any impact on your personal commitment to an Army career?

- a. Definitely
- b. Probably
- c. Neutral
- d. Not likely
- e. Do not know

ITEMS 94-99. Many factors enter into a person's career decisions. Below is a list of some work-related factors that a person might consider. Think about your own career and the decisions you face. How much influence does (would) each of the following have on your career decisions? Use the following scale:

- a. A great deal of influence
- b. Quite a bit of influence
- c. Some influence
- d. Very little influence
- e. No influence
- f. Don't know

94. How much influence does pay have on your career decisions?

95. How much influence do opportunities for command have on your career decisions?

96. How much influence do Army benefits (e.g. medical, retirement, etc.) have on your career decisions?

97. How much influence does the opportunity for Army funded graduate schooling have on your career decisions?

98. How much influence does an undesirable location (e.g. post, major command, theater) have on your career decisions?

99. How much influence do civilian alternatives (e.g. have on your decisions?)

100. Do you have any concrete or specific civilian job offers available to you right now?

- a. Does not apply
- b. No
- c. Yes

## **APPENDIX B**

### **ARMY CAREER POLICIES AND PRACTICES**

**ITEMS 101-108. We want to know how well you balance the multiple demands of career and personal life. Please indicate your answer as you feel right now.**

**Answer Items 101-105 if you are two officers who are married and both the husband and wife have military careers. Within the framework of Army policies, practices and life-style forms:**

**101. Would protected joint domicile on long tour assignments (2 or 3 year assignments) be helpful to keep both officers committed in the Army?**

- a. Definitely**
- b. Not likely**
- c. Don't know**

**102. Would compatible branches (one combat arms/one combat service support) be helpful to keep both officers committed in the Army?**

- a. Definitely**
- b. Probably**
- c. Neutral**
- d. Not likely**
- e. Don't know**

**103. Would extended maternity leave (e.g. 1-2 year sabbatical with no loss of time in grade/time in service) be helpful to keep both officers committed to the Army?**

- a. Definitely**
- b. Probably**
- c. Neutral**
- d. Not likely**
- e. Don't know**

**104. Would proper daycare facilities (e.g. licensed and trained staff to care and supervise infants, toddlers, pre-schooler's etc.) be helpful to keep officers committed in the Army?**

- a. Definitely**
- b. Probably**
- c. Not likely**
- d. Not likely**
- e. Don't know**

## APPENDIX B

105. Have you discussed with your spouse the possibility that one career in the military must take priority over the other?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. Does not apply

ANSWER ITEMS 106-108. If you are an officer who is married to a civilian, and the spouse has a civilian career (not merely a job with no advancement potential).

106. Have you experienced status jealousy when comparing military and civilian career patterns?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. No opinion

107. Have you discussed with your spouse the possibility that one career must be sacrificed?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. Does not apply

108. Have you discussed the possibility of geographical separation to allow both spouses to continue to pursue careers?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. Does not apply

## APPENDIX B

### Item Statistics for 1981 Sample

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
1	590	2	0	1
2	581	2.53	.751	2
3	578	2.95	.252	3
4	580	1.15	.359	4
5	582	4.71	.755	5
6	572	2.31	1.48	6
7	580	1.93	1.07	7
8	561	1.458	.547	74
9	562	1.619	.916	75
10	571	1.145	.399	139
11	567	1.476	.534	76
12	558	1.631	.881	77
13	558	3.468	.809	78
14	553	3.649	.689	79
15	558	3.400	.793	80
16	555	3.659	.691	81
17	498	2.112	.890	82
18	488	1.879	.815	83
19	564	4.254	1.133	84
20	567	4.822	1.185	85
21	578	2.545	.855	86
22	569	4.661	1.126	87
23	574	5.084	1.065	88
24	570	5.109	1.105	89
25	571	5.422	1.061	90

## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
26	565	4.294	1.274	91
27	568	4.639	1.129	92
28	580	2.234	.933	8
29	571	1.972	.833	9
30	568	1.965	.787	10
31	570	1.882	.730	11
32	580	2.724	1.082	51
33	571	1.832	1.051	52
34	577	2.234	1.156	53
35	584	2.173	.955	54
36	581	2.454	1.095	55
37	579	2.701	1.198	56
38	577	2.518	.935	57
39	581	2.046	1.177	12
40	522	2.341	.802	13
41	576	2.226	.971	14
42	562	2.402	.875	15
43	580	2.922	1.133	16
44	457	2.761	.900	17
45	581	3.057	1.106	18
46	462	3.011	.928	19
47	519	2.813	.995	20
48	575	1.861	.876	21
49	570	2.868	1.204	22
50	576	2.132	.971	23

## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
51	565	2.156	1.077	24
52	566	2.214	1.065	25
53	559	1.297	.629	37
54	563	2.236	.828	38
55	585	1.574	.739	39
56	562	2.488	.874	40
57	559	1.403	.620	41
58	548	2.626	.891	42
59	548	1.622	.737	43
60	577	2.636	.931	44
61	577	1.790	.891	45
62	583	1.849	.950	26
63	582	1.985	.930	27
64	568	1.681	.856	28
65	574	2.042	.946	29
66	575	2.216	1.133	30
67	575	2.045	1.001	31
68	578	2.680	.796	58
69	572	3.332	.848	59
70	563	1.357	.480	60
71	379	1.061	.239	61
72	407	2.192	1.385	62
73	398	1.935	1.129	63
74	402	2.925	.673	64
75	406	3.429	.854	65

## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
76	586	1.940	.840	66
77	575	1.647	.904	67
78	576	6.042	1.840	68
79	167	2.946	1.614	69
80	564	2.057	1.211	32
81	557	1.460	.674	33
82	546	1.670	.779	46
83	558	2.511	1.008	34
84	407	2.182	.996	47
85	405	1.874	.934	48
86	339	2.487	1.131	49
87	373	2.456	1.137	35
88	369	1.401	.491	36
89	381	1.929	1.001	50
90	533	2.182	1.022	70
91	548	1.055	.228	71
92	479	1.762	.426	72
93	534	3.506	.861	73
94	548	2.496	.983	93
95	547	2.166	1.059	94
96	546	2.361	1.017	95
97	548	2.746	1.206	96
98	548	2.699	1.084	97
99	544	2.575	1.100	98
100	461	1.683	.466	99

# APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
101	133	1.098	.298	100
102	156	1.968	.782	101
103	157	1.943	.982	102
104	156	1.558	.747	103
105	114	2.772	1.048	104
106	189	1.751	.938	105
107	181	2.608	1.083	106
108	175	1.977	1.066	107



## APPENDIX B

### Items and Instructions Administered to the Sample of Male and Female Officers Commissioned in 1982

#### DEMOGRAPHIC INFORMATION

ITEMS 1-7. The following questions are necessary to perform various statistical analyses. Failure to provide complete information could result in inaccurate interpretation. Given the Senior Army Officials interest and support of this program, please answer all of the items.

1. What is your commission year group?

- a. 1980
- b. 1981
- c. 1982
- d. 1983
- e. 1984
- f. 1985

2. What is your source of commission?

- a. OCS
- b. USMA
- c. ROTC
- d. Direct

3. What is your rank?

- a. 2LT
- b. 1LT
- c. CPT
- d. MAJ

4. What is your sex?

- a. Male
- b. Female

5. What is your race?

- a. American Indian or Alaskan Native
- b. Asian or Pacific Islander
- c. Black, not of Hispanic origin
- d. Hispanic
- e. White, not of Hispanic origin

6. What is your major command headquarters?

- a. Forces Command
- b. Training & Doctrine Command
- c. U.S. Army Europe
- d. Western Command
- e. U. S. Army Korea
- f. Other

## APPENDIX B

7. Which of the following applies to your present assignment?

- a. Combat Arms
- b. Combat Support
- c. Combat Service Support
- d. Other (e.g., graduate student)

Department of the Army has sponsored a research program to determine the early adjustments and experiences of Army officers. In answering the following questions, please focus your attention on those issues as they affect you in your present duty assignment.

### SOCIAL AND PERSONAL LIFE: EARLY CAREER SATISFACTIONS

ITEMS 8-32. Listed below are several different aspects of an officer's life. For each, please indicate how satisfied you are with this aspect of your life at the present time. Please indicate your response using the following scale:

- a. Extremely satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Extremely dissatisfied
- f. Don't know

- 8. Relationships with superior officers.
- 9. Relationships with peers.
- 10. Relationships with NCO's.
- 11. Relationships with troops and subordinates.
- 12. Opportunities to socialize and develop personal relationships.
- 13. Present marital status.
- 14. Living conditions/quarters.
- 15. Leave time.
- 16. Recreational opportunities.
- 17. Free time for social/recreational pursuits.

## **APPENDIX B**

18. Present social relations (in general).
19. Personal relationship(s) with the opposite sex: (e.g., spouse, fiancé(e), other).
20. Work relationships with the opposite sex.
21. Opportunities to engage in athletic pursuits or physical activities.
22. Policies relating to fraternization.
23. Policies relating to assignments/relocation.
24. Policies relating to dual relocation of spouses.
25. Time available to pursue personal life goals.
26. Policies relating to pregnancies for female officers.
27. Command climate toward female officers.
28. Support received from family/friends for my career in military.
29. Support received from my branch assignment officer at MILPERCEN.
30. Overall, how satisfied are you with your life as an officer?
31. Overall, how satisfied are you with your career progress in the military (assignments, developmental experiences, etc.)?
32. Overall, how satisfied are you with your personal life at the present time?

## APPENDIX B

### CAREER PLANNING

Items 33-40. Below is a list of activities that people sometimes engage in when planning or managing their career.

Use the following scale to respond:

- a. A great deal
- b. Some
- c. Very little
- d. None

33. In Career Planning, I try to assess my own strengths, weaknesses, and interests.

34. In Career Planning, superior officers have helped me to assess my strengths, weaknesses, and interests.

35. In Career Planning, I try to get information about career opportunities.

36. In Career Planning, superior officers have helped me to get information about career opportunities.

37. In Career Planning, I set personal career goals.

38. In Career Planning, superior officers have helped me to set career goals.

39. In Career Planning, I develop plans and strategies for achieving career goals.

40. In Career Planning, superior officers have helped me to develop plans and strategies for achieving career goals.

41. How far ahead have you been planning your career as an officer?

- a. Short term (up to 5 years)
- b. Mid range (up to 13 years)
- c. Long range (up to 20 years or more)
- d. I do not have career plans

## APPENDIX B

### CAREER INVOLVEMENT

Items 42-47. Below is a list of statements a person might make about his or her job. You are to indicate your own personal feelings about your career by marking how much you agree or disagree with each of the statements at this time. Use the following scale:

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree
- f. Don't know

- 42. I identify strongly with career.
- 43. My career gives me a sense of well-being.
- 44. I get a sense of pride from my career.
- 45. My career is very important to me, compared to other areas of my life.
- 46. I would probably begin by stating my career, if I were to describe myself to someone.
- 47. Were I to rank all of the things that I do, those things related to my career would be at or near the top.

### ROLE MODELS AND MENTORS

Items 48-55. Refer to questions about role models and mentors.

A role model--exemplifies admirable qualities and behaviors in a way that can be observed and imitated by new members of the organization. Like the mentor, he or she is an older, more established member of the organization. Also like the mentor, the role model helps the new member, but in a more passive, less personal way--usually by setting an example of appropriate standards of performance that the newcomer can choose to emulate.

- 48. How many different people functioned as role models for you?
  - a. None
  - b. One
  - c. Two to four
  - d. Five or more

## APPENDIX B

49. To what extent do you believe that role models are important for your professional development?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. No opinion

A mentor--is an older, more established member of an organization who establishes a personal relationship with a new member, and actively assists the individual in a professional way to become oriented to the organization and to achieve within the organization.

50. Was there one specific person who you remember as a mentor--someone who had a much greater impact on your orientation to the Army than others?

- a. No--Go to Question 55
- b. Yes--Continue with Questions 51-54

51. (If yes on question 49, otherwise skip to question 55) Your mentor was:

- a. Male
- b. Female

52. Your mentor was:

- a. Your Rater (e.g. Company, Battery Troop Commander, etc.)
- b. Your Senior Rater (e.g. Battalion Commander, BN XO)
- c. A Peer (Another LT with more experience)
- d. An Other Officer Not in Your Chain of Command
- e. A Key NCO (e.g. Platoon SGT, First SGT, etc.)
- f. Other (Spouse, Civilian Friend, Clergy, etc.)

53. How did your mentor help; that is, what was the most important kind of assistance given?

- a. Job Related Guidance
- b. Career Planning Guidance
- c. Personal and Social Guidance
- d. Moral/Ethical Guidance

## APPENDIX B

54. How important was this help for you at this point in your life?

- a. Not too important
- b. Somewhat important
- c. Very important
- d. Essential, indispensable
- e. Not sure

55. To what extent do you believe mentor relationships are personally desirable within a military organization?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. No opinion

### INDIVIDUAL ADJUSTMENT ISSUES

Items 56-79. The following items refer to personal adjustments. Think about your personal adjustment and personal concerns that you face. Please indicate your response as you feel right now.

56. How would you describe your physical fitness stature at this time?

- a. Can obtain maximum physical fitness standards required by the Army
- b. Can obtain very close to the maximum physical fitness standards.
- c. Can obtain better than minimum physical fitness standards
- d. Can obtain minimum physical fitness standards required by the Army
- e. Cannot perform the minimum physical fitness standards

57. How would you describe your weight control stature at this time?

- a. Well within the weight standards set for my age and job
- b. Within the weight standards set for my age and job
- c. Barely within the weight standards set for my age and job
- d. I have had problems meeting the weight control requirements

58. Have you been treated any more kindly or harshly in your job because of your race, sex, or ethnic origin?

- a. I have been treated more kindly due to my race.
- b. I have been treated more harshly due to my race.
- c. I have been treated more kindly due to my sex.
- d. I have been treated more harshly due to my sex.
- e. I have been treated more kindly due to my ethnic origin.
- f. I have been treated more harshly due to my ethnic origin.
- g. I do not believe that I have been treated any differently.

## APPENDIX B

59. The differential treatment I have received has primarily involved:

- a. Superior Officers
- b. Peers
- c. NCO's
- d. Combination of a and b
- e. Combination of a and c
- f. Combination of b and c
- g. Does not apply

### OVERALL COMMITMENT AND ADJUSTMENT

ITEMS 60-62. Many factors enter into a person's choice for career commitment. Think about your own career and the decisions you face. Please indicate your answer as you feel right now.

60. Which of the following best describes your career intentions at the present time?

- a. I plan to stay in the Army until retirement.
- b. I plan to stay in the Army beyond my obligation but am undecided about staying until retirement.
- c. I am undecided whether or not I will stay in the Army upon completion of my obligation.
- d. I will probably leave the Army upon completion of my obligation.
- e. I will definitely leave the Army upon completion of my obligation.

61. Overall, how would you describe your adjustment to the role of an Army officer?

- a. Very well adjusted
- b. Adjusted
- c. Neutral
- d. Not well adjusted
- e. Don't know

62. Overall, how would you describe your adjustment to the life-style in the Army?

- a. Very well adjusted
- b. Adjusted
- c. Neutral
- d. Not well adjusted
- e. Don't know



## APPENDIX B

63. Please indicate your present marital status:

- a. Single
- b. Formally engaged
- c. Married
- d. Legally separated
- e. Divorced
- f. Widow(er)

If married or engaged please respond to Items 64-69. All others please skip to Item 70.

64. How committed is your spouse or fiancé(e) to an Army life-style?

- a. Extremely committed
- b. Committed
- c. Neutral
- d. Uncommitted
- e. Extremely uncommitted
- f. Don't know

65. How committed is your spouse or fiancé(e) to supporting your career as an officer?

- a. Extremely committed
- b. Committed
- c. Neutral
- d. Uncommitted
- e. Extremely uncommitted
- f. Don't know

66. How compatible is your career as an Army officer with your spouse's or fiancé(e)'s career?

- a. Extremely compatible
- b. Compatible
- c. Unsure
- d. Incompatible
- e. Extremely incompatible
- f. Does not apply

67. If married, please indicate the work and family plans you and your spouse have discussed:

- a. Plan a military career but not have children
- b. Plan a military career and have children
- c. Plan a career after the military but not have children
- d. Plan a career after the military and have children
- e. Plan to have children after leaving the Army
- f. Do not have any work and family plans
- g. Does not apply; I am not married

## APPENDIX B

68. If married, do you have any children or are you currently expecting?

- a. Yes
- b. No

69. How many children do you have either living with you or not? (natural, step, foster children, etc.)

- a. None
- b. One
- c. Two
- d. Three
- e. Four or more

70. Do you perceive that pregnant female officers will be viewed differently (e.g. receiving unfair amount of time off, less likely to be assigned undesirable extra duties, less career enhancing duty assignment)?

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

71. Are you aware of the Army's Combat Exclusion Policy for female soldiers (units and specialties closed to women)?

- a. Yes
- b. No

72. Do you believe that this policy will have any impact on your personal Army career development opportunities?

- a. Yes
- b. No
- c. Do not know

73. Do you believe that this policy will have any impact on your personal commitment to an Army career?

- a. Definitely
- b. Probably
- c. Neutral
- d. Not likely
- e. Do not know

## APPENDIX B

ITEMS 74-79. Many factors enter into a person's career decisions. Below is a list of some work-related factors that a person might consider. Think about your own career and the decisions you face. How much influence does (would) each of the following have on your career decisions? Use the following scale:

- a. A great deal of influence
- b. Quite a bit of influence
- c. Some influence
- d. Very little influence
- e. No influence
- f. Don't know

74. How much influence does pay have on your career decisions?

75. How much influence do opportunities for command have on your career decisions?

76. How much influence do Army benefits (e.g. medical, retirement, etc.) have on your career decisions?

77. How much influence does the opportunity for Army funded graduate schooling have on your career decisions?

78. How much influence does an undesirable location (i.e. post, major command, theater) have on your career decisions?

79. How much influence do civilian alternatives (e.g. stability of work schedule, more money, little field duty etc.) have on your career decisions?

80. Do you have any concrete or specific civilian job offers available to you right now?

- a. Does not apply
- b. No
- c. Yes

### ARMY CAREER POLICIES AND PRACTICES

ITEMS 81-84. We want to know how well you balance the multiple demands of career and personal life. Please indicate your answer as you feel right now.

Answer Items 81-85 if you are two officers who are married and both the husband and wife have military careers. Within the framework of Army policies, practices and life-style forms:

## APPENDIX B

81. Would protected joint domicile on long tour assignments (2 or 3 year assignments) be helpful to keep both officers committed in the Army?

- a. Definitely
- b. Probably
- c. Neutral
- d. Not likely
- e. Don't know

82. Would compatible branches (one combat arms/one combat service support) be helpful to keep both officers committed in the Army?

- a. Definitely
- b. Probably
- c. Neutral
- d. Not likely
- e. Don't know

83. Would extended maternity leave (e.g. 1-2 year sabbatical with no loss of time in grade/time in service) be helpful to keep both officers committed to the Army?

- a. Definitely
- b. Probably
- c. Neutral
- d. Not likely
- e. Don't know

84. Would proper daycare facilities (e.g. licensed and trained staff to care and supervise infants, toddlers, pre-schooler's etc.) be helpful to keep officers committed in the Army?

- a. Definitely
- b. Probably
- c. Neutral
- d. Not likely
- e. Don't know

85. Have you discussed with your spouse the possibility that one career in the military must take priority over the other?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. Does not apply

## APPENDIX B

ANSWER ITEMS 86-88. If you are an officer who is married to a civilian, and the spouse has a civilian career (not merely a job with no advancement potential):

86. Have you experienced status jealousy when comparing military and civilian career patterns?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. No opinion

87. Have you discussed with your spouse the possibility that one career must be sacrificed?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. Does not apply

88. Have you discussed the possibility of geographical separation to allow both spouses to continue to pursue careers?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. Does not apply

## APPENDIX B

### Item Statistics for 1982 Sample

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
1	501	3.	0	1
2	491	2.515	.786	2
3	490	2.841	.388	3
4	486	1.138	.345	4
5	490	4.729	.719	5
6	482	2.176	1.423	6
7	493	1.963	1.041	7
8	485	2.138	.929	8
9	471	1.892	.760	9
10	473	1.888	.766	10
11	488	1.783	.674	11
12	486	2.473	1.087	51
13	465	2.071	1.158	52
14	480	2.465	1.182	53
15	488	2.420	1.054	54
16	472	2.517	1.115	55
17	489	2.751	1.190	56
18	481	2.462	1.044	57
19	462	2.190	1.259	12
20	421	2.485	.904	13
21	491	2.285	1.056	14
22	457	2.510	1.007	15
23	464	3.019	1.184	16
24	385	2.834	.871	17
25	454	3.104	1.094	18

## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
26	387	3.119	.885	19
27	426	2.843	.976	20
28	491	1.831	.891	21
29	473	2.679	1.231	22
30	482	2.147	1.004	23
31	496	2.151	1.023	24
32	494	2.273	1.051	25
33	494	1.338	.595	37
34	481	2.202	.833	38
35	484	1.494	.632	39
36	485	2.421	.898	40
37	481	1.497	.713	41
38	487	2.499	.846	42
39	488	1.650	.760	43
40	485	2.585	.848	44
41	492	1.839	.930	45
42	489	2.045	1.053	26
43	489	2.129	1.037	27
44	472	1.756	.880	28
45	494	2.255	1.086	29
46	474	2.312	1.119	30
47	477	2.132	.994	31
48	485	2.629	.827	58
49	489	3.241	.856	59
50	471	1.316	.466	60

## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
51	346	1.136	.343	61
52	364	2.393	1.465	62
53	353	1.904	1.075	63
54	351	2.783	.792	64
55	469	3.294	.896	65
56	488	2.014	.966	66
57	474	1.568	.810	67
58	485	5.992	1.946	68
59	140	2.721	1.755	69
60	490	2.255	1.288	32
61	482	1.535	.700	33
62	487	1.674	.784	46
63	491	2.436	.990	34
64	363	2.347	1.057	47
65	364	1.970	.892	48
66	307	2.638	1.159	49
67	345	2.614	1.138	35
68	319	1.436	.497	36
69	352	2.017	1.010	50
70	492	2.240	.984	70
71	455	1.092	.290	71
72	402	1.786	.411	72
73	464	3.476	.922	73
74	488	2.504	.966	93
75	491	2.285	1.081	94



## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
76	496	2.407	1.023	95
77	486	2.922	1.229	96
78	482	2.612	1.117	97
79	491	2.623	1.195	98
80	401	1.628	.484	99
81	171	1.509	.501	100
82	183	2.180	.941	101
83	189	2.159	.949	102
84	206	1.854	.910	103
85	130	2.138	1.166	104
86	203	1.867	.916	105
87	189	2.365	1.220	106
88	187	2.080	1.072	107

## APPENDIX B

### Items and Instructions Administered to the Sample of Male and Female Officers Commissioned in 1983

#### DEMOGRAPHIC INFORMATION

ITEMS 1-7. The following questions are necessary to perform various statistical analyses. Failure to provide complete information could result in inaccurate interpretation. Given the Senior Army Officials' interest and support of this program, please answer all of the items.

1. What is your commission year group?
  - a. 1980
  - b. 1981
  - c. 1982
  - d. 1983
  - e. 1984
  - f. 1985
2. What is your source of commission?
  - a. OCS
  - b. USMA
  - c. ROTC
  - d. Direct
3. What is your rank?
  - a. 2LT
  - b. 1LT
  - c. CPT
  - d. MAJ
4. What is your sex?
  - a. Male
  - b. Female
5. What is your race?
  - a. American Indian or Alaskan Native
  - b. Asian or Pacific Islander
  - c. Black, not of Hispanic origin
  - d. Hispanic
  - e. White, not of Hispanic origin
6. What is your major command headquarters?
  - a. Forces Command
  - b. Training & Doctrine Command
  - c. U.S. Army Europe
  - d. Western Command
  - e. U. S. Army Korea
  - f. Other

## APPENDIX B

7. Which of the following applies to your present assignment?

- a. Combat Arms
- b. Combat Support
- c. Combat Service Support
- d. Other (e.g., graduate student)

Department of the Army has sponsored a research program to determine the early adjustments and experiences of Army officers. In answering the following questions, please focus your attention on those issues as they affect you in your present duty assignment.

ITEMS 8-12. The following questions are designed to measure your perceptions of your effectiveness as a leader--in your current job in the Army.

8. How effective are you in carrying out your duties in your present leadership role?

- a. Very effective
- b. Effective
- c. Ineffective
- d. Don't know

9. How do you rate yourself in terms of leadership performance, relative to what you would expect at this time as a junior officer?

- a. Top 10%
- b. 2nd 10%
- c. 3rd 10%
- d. 4th 10%
- e. 5th 10%
- f. Bottom 50%
- g. Don't know

10. Overall, how much confidence do you have in your leadership abilities?

- a. A great deal
- b. Some
- c. Little
- d. None
- e. Don't know

11. How effective is your unit in performing the tasks assigned to it?

- a. Very effective
- b. Effective
- c. Ineffective
- d. Don't know

## APPENDIX B

12. How would you rate your unit in terms of task accomplishments, relative to other units performing similar tasks?

- a. Top 10%
- b. 2nd 10%
- c. 3rd 10%
- d. 4th 10%
- e. 5th 10%
- f. Bottom 50%
- g. Don't know

ITEMS 13-18. The following questions are designed to measure how much factors affect unit performance. In your current job assignment indicate the extent to which each of the factors listed below contributes to the performance of your unit. In responding to statements, use the following scale.

- a. Did not contribute at all
- b. Contributed only minimally
- c. Contributed somewhat
- d. Contributed greatly
- e. Don't know/can't evaluate

13. The skill of the unit leader.

14. The skill of the unit subordinates.

15. Hard work on the part of the unit leader.

16. Hard work on the part of the unit subordinates.

17. Good luck.

18. Bad luck.

ITEMS 19-27. The following questions are designed to measure types of leadership influence strategies. Influence is the ability to get another person to think, feel or act in a manner they would not have done otherwise. Using the scale below, rate the frequency with which you have used the following strategies to influence your subordinates in your present duty assignment.

- a. Always
- b. Almost always
- c. Often
- d. Sometimes
- e. Seldom
- f. Never
- g. Don't know

## APPENDIX B

19. Made direct statements or requests without providing any explanations of the reasons behind such requests.
20. Made direct statements or requests, and backed them up by claiming to have superior skill or knowledge.
21. Made direct statements or requests while also providing the reasons behind the requests.
22. Did not make direct statements or requests, but hinted or made indirect side comments.
23. Threatened to use forms of punishment.
24. Used ingratiating tactics such as flattery or "apple polishing."
25. Used personal punishment such as ignoring individuals or withdrawing personal support.
26. Used personal reward such as giving extra attention, help, support or friendship.
27. Made a direct statement or request, and asked them to go along with it as a way of helping the leader.

### SOCIAL AND PERSONAL LIFE: EARLY CAREER SATISFACTIONS

ITEMS 28-52. Listed below are several different aspects of an officer's life. For each, please indicate how satisfied you are with this aspect of your life at the present time. Please indicate your response using the following scale:

- a. Extremely satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Extremely dissatisfied
- f. Don't know

28. Relationships with superior officers.
29. Relationships with peers.
30. Relationships with NCO's.
31. Relationships with troops and subordinates.
32. Opportunities to socialize and develop personal relationships.

## APPENDIX B

33. Present marital status.
34. Living conditions/quarters.
35. Leave time.
36. Recreational opportunities.
37. Free time for social/recreational pursuits.
38. Present social relations (in general).
39. Personal relationship(s) with the opposite sex: (e.g., spouse, fiancé(e), other).
40. Work relationships with the opposite sex.
41. Opportunities to engage in athletic pursuits or physical activities.
42. Policies relating to fraternization.
43. Policies relating to assignments/relocation.
44. Policies relating to dual relocation of spouses.
45. Time available to pursue personal life goals.
46. Policies relating to pregnancies for female officers.
47. Command climate toward female officers.
48. Support received from family/friends for my career in military.
49. Support received from my branch assignment officer at MILPERCEN.
50. Overall, how satisfied are you with your life as an officer?
51. Overall, how satisfied are you with your career progress in the military (assignments, developmental experiences, etc.)?
52. Overall, how satisfied are you with your personal life at the present time?

## APPENDIX B

### CHARACTERISTICS OF PRESENT ASSIGNMENT

ITEMS 53-86. Please think about your present duty assignment, in comparison to the assignments of other junior officers. Use the following scale:

- a. Well above average
- b. Above average
- c. Average
- d. Below average
- e. Well below average
- f. Don't know

- 53. The amount of responsibility in your work.
- 54. The amount of challenge in your duties.
- 55. The opportunity to express ideas to your immediate superior.
- 56. The willingness of your immediate superior to accept your ideas.
- 57. The feeling of contributing to decision-making.
- 58. The administrative effectiveness of your immediate superior.
- 59. The leadership effectiveness of your superior.
- 60. The amount of discussion of your work with your immediate superior.
- 61. The amount of friendship between you and your immediate superior.
- 62. Your respect for your immediate superior as a person.
- 63. The congeniality of life in your unit.
- 64. The amount of authoritarian control exercised over you by your immediate superior.
- 65. The amount of personal interest in you shown by your immediate superior.
- 66. The amount of constructive criticisms provided by your immediate superior.
- 67. The feeling of being treated as an equal by your immediate superior.
- 68. The amount of military tasks in your work.

## APPENDIX B

- 69. The amount of discussion between you and your immediate superior on issues of importance aside from your work.
- 70. The amount of initiative actually exercised by you.
- 71. The amount of interference by others in areas that are your responsibility.
- 72. Opportunity to get to know the people in your unit.
- 73. Recognition of your accomplishments by your immediate superior.
- 74. The amount of direction provided by your immediate superior.
- 75. Your workload as an officer.
- 76. Feeling of contentment in your work.
- 77. The amount of guidance provided by your immediate superior.
- 78. Feeling of confidence in your work.
- 79. Feeling of being accepted by other officers in the unit.
- 80. Amount of constructive leadership provided by your immediate superior.
- 81. Feeling of being accepted by troops as a person.
- 82. Adequacy of training for your assignment.
- 83. The amount of assistance given to you by fellow officers in the unit.
- 84. The amount of task structure provided by the immediate superior.

### CAREER PLANNING

Items 85-92. Below is a list of activities that people sometimes engage in when planning or managing their career.

Use the following scale to respond:

- a. A great deal
- b. Some
- c. Very little
- d. None



## APPENDIX B

85. In Career Planning, I try to assess my own strengths, weaknesses, and interests.
86. In Career Planning, superior officers have helped me to assess my strengths, weaknesses, and interests.
87. In Career Planning, I try to get information about career opportunities.
88. In Career Planning, superior officers have helped me to get information about career opportunities.
89. In Career Planning, I set personal career goals.
90. In Career Planning, superior officers have helped me to set career goals.
91. In Career Planning, I develop plans and strategies for achieving career goals.
92. In Career Planning, superior officers have helped me to develop plans and strategies for achieving career goals.
93. How far ahead have you been planning your career as an officer?
- a. Short term (up to 5 years)
  - b. Mid range (up to 13 years)
  - c. Long range (up to 20 years or more)
  - d. I do not have career plans

### CAREER INVOLVEMENT

Items 94-99. Below is a list of statements a person might make about his or her job. You are to indicate your own personal feelings about your career by marking how much you agree or disagree with each of the statements at this time. Use the following scale:

- a. Strongly agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strongly disagree
  - f. Don't know
94. I identify strongly with career.
95. My career gives me a sense of well-being.

## APPENDIX B

96. I get a sense of pride from my career.

97. My career is very important to me, compared to other areas of my life.

98. I would probably begin by stating my career, if I were to describe myself to someone.

99. Were I to rank all of the things that I do, those things related to my career would be at or near the top.

Items 100-107. Refer to questions about role models and mentors.

A role model--exemplifies admirable qualities and behaviors in a way that can be observed and imitated by new members of the organization. Like the mentor, he or she is an older, more established member of the organization. Also like the mentor, the role model helps the new member, but in a more passive, less personal way--usually by setting an example of appropriate standards of performance that the newcomer can choose to emulate.

100. How many different people functioned as role models for you?

- a. None
- b. One
- c. Two to four
- d. Five or more

101. To what extent do you believe that role models are important for your professional development?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. No opinion

A mentor--is an older, more established member of an organization who establishes a personal relationship with a new member, and actively assists the individual in a professional way to become oriented to the organization and to achieve within the organization.

102. Was there one specific person who you remember as a mentor--someone who had a much greater impact on your orientation to the Army than others?

- a. No--Go to Question 108
- b. Yes--Continue with Questions 103-107

## APPENDIX B

103. (If yes on question 102, otherwise skip to question 108) Your mentor was:

- a. Male
- b. Female

104. Your mentor was:

- a. Your Rater (e.g. Company, Battery, Troop Commander, etc.)
- b. Your Senior Rater (e.g. Battalion Commander, BN XO)
- c. A Peer (Another LT with more experience)
- d. An Other Officer Not in Your Chain of Command
- e. A Key NCO (e.g. Platoon SGT, First SGT, etc.)
- f. Other (Spouse, Civilian Friend, Clergy, etc.)

105. How did your mentor help; that is, what was the most important kind of assistance given?

- a. Job Related Guidance
- b. Career Planning Guidance
- c. Personal and Social Guidance
- d. Moral/Ethical Guidance

106. How important was this help for you at this point in your life?

- a. Not too important
- b. Somewhat important
- c. Very important
- d. Essential, indispensable
- e. Not sure

107. To what extent do you believe mentor relationships are personally desirable within a military organization?

- a. Not at all
- b. To a small extent
- c. To a moderate extent
- d. To a great extent
- e. No opinion

## APPENDIX B

### INDIVIDUAL ADJUSTMENT ISSUES

Items 108-111. The following items refer to personal adjustments. Think about your personal adjustment and personal concerns that you face. Please indicate your response as you feel right now.

108. How would you describe your physical fitness stature at this time?

- a. Can obtain maximum physical fitness standards required by the Army
- b. Can obtain very close to the maximum physical fitness standards.
- c. Can obtain better than minimum physical fitness standards
- d. Can obtain minimum physical fitness standards required by the Army
- e. Cannot perform the minimum physical fitness standards

109. How would you describe you weight control stature at this time?

- a. Well within the weight standards set for my age and job
- b. Within the weight standards set for my age and job
- c. Barely within the weight standards set for my age and job
- d. I have had problems meeting the weight control requirements

110. Have you been treated any more kindly or harshly in your job because of your race, sex, or ethnic origin?

- a. I have been treated more kindly due to my race.
- b. I have been treated more harshly due to my race.
- c. I have been treated more kindly due to my sex.
- d. I have been treated more harshly due to my sex.
- e. I have been treated more kindly due to my ethnic origin.
- f. I have been treated more harshly due to my ethnic origin.
- g. I do not believe that I have been treated any differently.

111. The differential treatment I have received has primarily involved:

- a. Superior Officers
- b. Peers
- c. NCO's
- d. Combination of a and b
- e. Combination of a and c
- f. Combination of b and c
- g. Does not apply

## APPENDIX B

### OVERALL COMMITMENT AND ADJUSTMENT

ITEMS 112-113 Many factors enter into a person's choice for career commitment. Think about your own career and the decisions you face. Please indicate your answer as you feel right now.

112. Which of the following best describes your career intentions at the present time?

- a. I plan to stay in the Army until retirement.
- b. I plan to stay in the Army beyond my obligation but am undecided about staying until retirement.
- c. I am undecided whether or not I will stay in the Army upon completion of my obligation.
- d. I will probably leave the Army upon completion of my obligation.
- e. I will definitely leave the Army upon completion of my obligation.

113. Overall, how would you describe your adjustment to the role of an Army officer?

- a. Very well adjusted
- b. Adjusted
- c. Neutral
- d. Not well adjusted
- e. Don't know

114. Please indicate your present marital status:

- a. Single
- b. Formally engaged
- c. Married
- d. Legally separated
- e. Divorced
- f. Widow(er)

115. If married, please indicate the work and family plans you and your spouse have discussed:

- a. Plan a military career but not have children
- b. Plan a military career and have children
- c. Plan a career after the military but not have children
- d. Plan a career after the military and have children
- e. Plan to have children after leaving the Army
- f. Do not have any work and family plans
- g. Does not apply; I am not married

## APPENDIX B

116. If married, do you have any children or are you currently expecting?

- a. Yes
- b. No

117. Do you perceive that pregnant female officers will be viewed differently (e.g. receiving unfair amount of time off, less likely to be assigned undesirable extra duties, less career enhancing duty assignment)?

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree

118. Are you aware of the Army's Combat Exclusion Policy for female soldiers (units and specialties closed to women)?

- a. Yes
- b. No

119. Do you believe that this policy will have any impact on your personal Army career development opportunities?

- a. Yes
- b. No
- c. Do not know

120. Do you believe that this policy will have any impact on your personal commitment to an Army careers?

- a. Definitely
- b. Probably
- c. Neutral
- d. Not likely
- e. Do not know

## APPENDIX B

### Item Statistics for 1983 Sample

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
1	572	4.0	0	1
2	568	2.57	.748	2
3	562	2.06	.244	3
4	563	1.12	.328	4
5	568	4.73	.724	5
6	563	2.23	1.37	6
7	566	1.79	.942	7
8	553	1.389	.537	74
9	556	1.522	.793	75
10	522	1.161	.432	139
11	561	1.401	.522	76
12	547	1.514	.828	77
13	546	3.498	.783	78
14	554	3.634	.654	79
15	554	3.410	.779	80
16	553	3.620	.752	81
17	481	2.069	.874	82
18	477	1.855	.876	83
19	556	4.097	1.328	84
20	551	4.664	1.378	85
21	567	2.444	.984	86
22	556	4.302	1.385	87
23	562	4.802	1.426	88
24	562	4.690	1.529	89
25	563	5.011	1.437	90

# APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
26	558	4.104	1.372	91
27	556	4.477	1.292	92
28	568	2.202	1.023	8
29	564	2.039	.917	9
30	565	2.071	.912	10
31	559	1.968	.829	11
32	556	2.696	1.090	51
33	557	1.889	1.036	52
34	563	2.222	1.093	53
35	561	2.369	1.027	54
36	558	2.380	1.103	55
37	552	2.705	1.166	56
38	562	2.367	.956	57
39	564	2.090	1.207	12
40	495	2.246	.837	13
41	567	2.275	1.059	14
42	546	2.427	.967	15
43	559	2.844	1.108	16
44	438	2.660	.913	17
45	565	3.000	1.127	18
46	438	2.776	.905	19
47	495	2.685	.947	20
48	559	1.898	.858	21
49	546	2.744	1.112	22
50	566	2.270	1.032	23



## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
51	560	2.250	1.086	24
52	559	2.229	1.063	25
53	553	2.031	1.163	140
54	540	2.302	1.152	108
55	562	2.050	.973	109
56	547	2.318	1.157	110
57	544	2.395	1.156	111
58	509	2.413	1.150	112
59	500	2.388	1.138	113
60	546	2.440	1.094	114
61	538	2.669	.966	115
62	562	2.165	1.018	116
63	560	2.484	.909	117
64	558	3.082	1.082	118
65	558	2.480	.977	119
66	556	2.763	.957	120
67	551	2.566	1.068	121
68	556	2.507	1.075	122
69	557	2.837	1.058	123
70	565	1.981	.853	124
71	568	2.849	1.171	125
72	567	2.300	.901	126
73	566	2.601	1.057	127
74	556	2.763	.970	128
75	564	2.193	.914	129

## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
76	561	2.619	1.081	130
77	555	2.813	.943	131
78	550	1.956	.809	132
79	556	2.103	.917	133
80	543	2.753	.948	134
81	532	2.036	.824	135
82	547	2.790	1.065	136
83	530	2.638	.917	137
84	529	2.836	.952	138
85	535	1.376	.626	37
86	545	2.176	.839	38
87	534	1.493	.659	39
88	538	2.325	.863	40
89	530	1.426	.638	41
90	520	2.458	.836	42
91	543	1.569	.697	43
92	537	2.520	.844	44
93	544	1.744	.932	45
94	538	2.234	1.085	26
95	546	2.141	1.048	27
96	546	1.711	.820	28
97	546	2.196	1.048	29
98	543	2.140	1.111	30
99	544	2.096	1.022	31
100	536	2.451	1.241	58

## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
101	539	3.171	.964	59
102	520	1.325	.469	60
103	403	1.094	.293	61
104	398	2.324	1.502	62
105	400	1.892	1.039	63
106	371	2.914	.715	64
107	373	3.442	.861	65
108	508	2.000	.932	66
109	498	1.508	.790	67
110	504	6.274	1.757	68
111	129	2.124	1.479	69
112	536	2.451	1.242	32
113	538	1.552	.681	33
114	526	2.297	1.097	34
115	299	2.709	1.204	35
116	368	1.552	.498	36
117	482	2.210	.976	70
118	480	1.073	.260	71
119	404	1.745	.436	72
120	437	3.531	.871	73

## APPENDIX B

### Items and Instructions Administered to the Sample of Male and Female Officers Commissioned in 1984

#### DEMOGRAPHIC INFORMATION

ITEMS 1-7. The following questions are necessary to perform various statistical analyses. Failure to provide complete information could result in inaccurate interpretation. Given the Senior Army Officials' interest and support of this program, please answer all of the items.

1. What is your commission year group?

- a. 1980
- b. 1981
- c. 1982
- d. 1983
- e. 1984
- f. 1985

2. What is your source of commission?

- a. OCS
- b. USMA
- c. ROTC
- d. Direct

3. What is your rank?

- a. 2LT
- b. 1LT
- c. CPT
- d. MAJ

4. What is your sex?

- a. Male
- b. Female

5. What is your race?

- a. American Indian or Alaskan Native
- b. Asian or Pacific
- c. Black, not of Hispanic origin
- d. Hispanic
- e. White, not of Hispanic origin

6. What is your major command headquarters?

- a. Forces Command
- b. Training & Doctrine Command
- c. U.S. Army Europe
- d. Western Command
- e. U. S. Army Korea
- f. Other

## APPENDIX B

7. Which of the following applies to your present assignment?

- a. Combat Arms
- b. Combat Support
- c. Combat Service Support
- d. Other (e.g., graduate student)

Department of the Army has sponsored a research program to determine the early adjustments and experiences of Army officers. In answering the following questions, please focus your attention on those issues as they affect you in your present duty assignment.

ITEMS 8-12. The following questions are designed to measure your perceptions of your effectiveness as a leader--in your current job in the Army.

8. How effective are you in carrying out your duties in your present leadership role?

- a. Very Effective
- b. Effective
- c. Ineffective
- d. Don't know

9. How do you rate yourself in terms of leadership performance, relative to what you would expect at this time as a junior officer?

- a. Top 10%
- b. 2nd 10%
- c. 3rd 10%
- d. 4th 10%
- e. 5th 10%
- f. Bottom 50%
- g. Don't know

10. Overall, how much confidence do you have in your leadership abilities?

- a. A great deal
- b. Some
- c. Little
- d. None
- e. Don't know

11. How effective is your unit in performing the tasks assigned to it?

- a. Very effective
- b. Effective
- c. Ineffective
- d. Don't know

## APPENDIX B

12. How would you rate your unit in terms of task accomplishments, relative to other units performing similar tasks?

- a. Top 10%
- b. 2nd 10%
- c. 3rd 10%
- d. 4th 10%
- e. 5th 10%
- f. Bottom 50%
- g. Don't know

ITEMS 13-18. The following questions are designed to measure how much factors affect unit performance. In your current job assignment indicate the extent to which each of the factors listed below contributes to the performance of your unit. In responding to statements, use the following scale.

- a. Did not contribute at all
- b. Contributed only minimally
- c. Contributed somewhat
- d. Contributed greatly
- e. Don't know/can't evaluate

- 13. The skill of the unit leader.
- 14. The skill of the unit subordinates.
- 15. Hard work on the part of the unit leader.
- 16. Hard work on the part of the unit subordinates.
- 17. Good luck.
- 18. Bad luck.

## APPENDIX B

### CHARACTERISTICS OF PRESENT ASSIGNMENT

ITEMS 19-52. Please think about your present duty assignment, in comparison to the assignments of other junior officers. Use the following scale:

- a. Well above average
- b. Above average
- c. Average
- d. Below average
- e. Well below average
- f. Don't know

- 19. The amount of responsibility in your work.
- 20. The amount of challenge in your duties.
- 21. The opportunity to express ideas to your immediate superior.
- 22. The willingness of your immediate superior to accept your ideas.
- 23. The feeling of contributing to decision-making.
- 24. The administrative effectiveness of your immediate superior.
- 25. The leadership effectiveness of your superior.
- 26. The amount of discussion of your work with your immediate superior.
- 27. The amount of friendship between you and your immediate superior.
- 28. Your respect for your immediate superior as a person.
- 29. The congeniality of life in your unit.
- 30. The amount of authoritarian control exercised over you by your immediate superior.
- 31. The amount of personal interest in you shown by your immediate superior.
- 32. The amount of constructive criticisms provided by your immediate superior.
- 33. The feeling of being treated as an equal by your immediate superior.
- 34. The amount of military tasks in your work.

## **APPENDIX B**

35. The amount of discussion between you and your immediate superior on issues of importance aside from your work.
36. The opportunity to exercise initiative.
37. The encouragement to exercise initiative.
38. The amount of initiative actually exercised by you.
39. The amount of interference by others in areas that are your responsibility.
40. Opportunity to get to know the people in your unit.
41. Recognition of your accomplishments by your immediate superior.
42. The amount of direction provided by your immediate superior.
43. Your workload as an officer.
44. Feeling of contentment in your work.
45. The amount of guidance provided by your immediate superior.
46. Feeling of confidence in your work.
47. Feeling of being accepted by other officers in the unit.
48. Amount of constructive leadership provided by your immediate superior.
49. Feeling of being accepted by troops as a person.
50. Adequacy of training for your assignment.
51. The amount of assistance given to you by fellow officers in the unit.
52. The amount of task structure provided by the immediate superior.



## APPENDIX B

ITEMS 53-61. The following questions are designed to measure types of leadership influence strategies. Influence is the ability to get another person to think, feel or act in a manner they would not have done otherwise. Using the scale below, rate the frequency with which you have used the following strategies to influence your subordinates in your present duty assignment.

- a. Always
- b. Almost always
- c. Often
- d. Sometimes
- e. Seldom
- f. Never
- g. Don't know

53. Made direct statements or requests without providing any explanations of the reasons behind such requests.

54. Made direct statements or requests, and backed them up by claiming to have superior skill or knowledge.

55. Made direct statements or requests while also providing the reasons behind the requests.

56. Did not make direct statements or requests, but hinted or made indirect side comments.

57. Threatened to use forms of punishment.

58. Used ingratiating tactics such as flattery or "apple polishing."

59. Used personal punishment such as ignoring individuals or withdrawing personal support.

60. Used personal reward such as giving extra attention, help, support or friendship.

61. Made a direct statement or request, and asked them to go along with it as a way of helping the leader.

## APPENDIX B

### SOCIAL AND PERSONAL LIFE: EARLY CAREER SATISFACTIONS

ITEMS 62-86. Listed below are several different aspects of an officer's life. For each, please indicate how satisfied you are with this aspect of your life at the present time. Please indicate your response using the following scale:

- a. Extremely satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Extremely dissatisfied
- f. Don't know

- 62. Relationships with superior officers.
- 63. Relationships with peers.
- 64. Relationships with NCO's.
- 65. Relationships with troops and subordinates.
- 66. Opportunities to socialize and develop personal relationships.
- 67. Present marital status.
- 68. Living conditions/quarters.
- 69. Leave time.
- 70. Recreational opportunities.
- 71. Free time for social/recreational pursuits.
- 72. Present social relations (in general).
- 73. Personal relationship(s) with the opposite sex: (e.g., spouse, fiancé(e), other).
- 74. Work relationships with the opposite sex.
- 75. Opportunities to engage in athletic pursuits or physical activities.
- 76. Policies relating to fraternization.
- 77. Policies relating to assignments/relocation.
- 78. Policies relating to dual relocation of spouses.

## APPENDIX B

- 79. Time available to pursue personal life goals.
- 80. Policies relating to pregnancies for female officers.
- 81. Command climate toward female officers.
- 82. Support received from family/friends for my career in military.
- 83. Support received from my branch assignment officer at MILPERCEN.
- 84. Overall, how satisfied are you with your life as an officer?
- 85. Overall, how satisfied are you with your career progress in the military (assignments, developmental experiences, etc.)?
- 86. Overall, how satisfied are you with your personal life at the present time?

### CAREER PLANNING

Items 87-94

5. Below is a list of activities that people sometimes engage in when planning or managing their career.

Use the following scale to respond:

- a. A great deal
- b. Some
- c. Very little
- d. None

- 87. In Career Planning, I try to assess my own strengths, weaknesses, and interests.
- 88. In Career Planning, superior officers have helped me to assess my strengths, weaknesses, and interests.
- 89. In Career Planning, I try to get information about career opportunities.
- 90. In Career Planning, superior officers have helped me to get information about career opportunities.
- 91. In Career Planning, I set personal career goals.
- 92. In Career Planning, superior officers have helped me to set career goals.

## APPENDIX B

93. In Career Planning, I develop plans and strategies for achieving career goals.

94. In Career Planning, superior officers have helped me to develop plans and strategies for achieving career goals.

95. How far ahead have you been planning your career as an officer?

- a. Short term (up to 5 years)
- b. Mid range (up to 13 years)
- c. Long range (up to 20 years or more)
- d. I do not have career plans

### CAREER INVOLVEMENT

Items 96-101. Below is a list of statements a person might make about his or her job. You are to indicate your own personal feelings about your career by marking how much you agree or disagree with each of the statements at this time. Use the following scale:

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree
- f. Don't know

96. I identify strongly with career.

97. My career gives me a sense of well-being.

98. I get a sense of pride from my career.

99. My career is very important to me, compared to other areas of my life.

100. I would probably begin by stating my career, if I were to describe myself to someone.

101. Were I to rank all of the things that I do, those things related to my career would be at or near the top.

## APPENDIX B

### OVERALL COMMITMENT AND ADJUSTMENT

ITEMS 102-105. Many factors enter into a person's choice for career commitment. Think about your own career and the decisions you face. Please indicate your answer as you feel right now.

102. Which of the following best describes your career intentions at the present time?

- a. I plan to stay in the Army until retirement.
- b. I plan to stay in the Army beyond my obligation but am undecided about staying until retirement.
- c. I am undecided whether or not I will stay in the Army upon completion of my obligation.
- d. I will probably leave the Army upon completion of my obligation.
- e. I will definitely leave the Army upon completion of my obligation.

103. Overall, how would you describe your adjustment to the role of an Army officer?

- a. Very well adjusted
- b. Adjusted
- c. Neutral
- d. Not well adjusted
- e. Don't know

104. Overall, how would you describe your adjustment to the life-style in the Army?

- a. Very well adjusted
- b. Adjusted
- c. Neutral
- d. Not well adjusted
- e. Don't know

105. Please indicate your present marital status:

- a. Single
- b. Formally engaged
- c. Married
- d. Legally separated
- e. Divorced
- f. Widow(er)

## APPENDIX B

If married or engaged please respond to Items 106-111. All others please skip to Item 111.

106. How committed is your spouse or fiancé(e) to an Army life-style?

- a. Extremely committed
- b. Committed
- c. Neutral
- d. Uncommitted
- e. Extremely uncommitted
- f. Don't know

107. How committed is your spouse or fiancé(e) to supporting your career as an officer?

- a. Extremely committed
- b. Committed
- c. Neutral
- d. Uncommitted
- e. Extremely uncommitted
- f. Don't know

108. How compatible is your career as an Army officer with your spouse's or fiancé(e)'s career?

- a. Extremely compatible
- b. Compatible
- c. Unsure
- d. Incompatible
- e. Extremely incompatible
- f. Does not apply

109. If married, please indicate the work and family plans you and your spouse have discussed:

- a. Plan a military career but not have children
- b. Plan a military career and have children
- c. Plan a career after the military but not have children
- d. Plan a career after the military and have children
- e. Plan to have children after leaving the Army
- f. Do not have any work and family plans
- g. Does not apply; I am not married

110. If married, do you have any children or are you currently expecting?

- a. Yes
- b. No

## APPENDIX B

111. How many children do you have either living with you or not? (natural, step, foster children, etc.)

- a. None
- b. One
- c. Two
- d. Three
- e. Four or more

ITEMS 112-114. The following questions relate to moral values and ethical issues regarding professional conduct in the Army. Many people believe that the behavioral examples set by officers have a great influence on others.

112. Based on your personal, first-hand experience has an officer at your unit ever behaved in a misleading, hypocritical, or deceitful way?

- a. Don't know
- b. No
- c. Yes

113. If so, has the conduct that you observed affected you psychologically?

- a. Does not apply
- b. No
- c. Yes

114. If so, how did you react to the observed incident?

- a. Does not apply
- b. Felt anger at the person
- c. Felt frustration with my unit
- d. Felt disillusioned with the Army
- e. No personal feelings were evoked

## APPENDIX B

### Item Statistics for 1984 Sample

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
1	496	5	0	1
2	486	2.479	.799	2
3	490	1.957	.222	3
4	482	1.127	.333	4
5	481	4.769	.706	5
6	478	2.347	1.392	6
7	483	1.646	.872	7
8	460	1.446	.567	74
9	476	1.584	.818	75
10	477	1.205	.480	139
11	485	1.431	.543	76
12	472	1.477	.907	77
13	444	3.448	.817	78
14	467	3.649	.653	79
15	467	3.426	.767	80
16	464	3.543	.843	81
17	415	2.304	1.016	82
18	392	2.046	.987	83
19	483	2.126	1.115	140
20	476	2.372	1.156	108
21	486	2.160	1.263	109
22	484	2.157	.993	110
23	485	2.264	1.076	111
24	475	2.196	1.034	112
25	482	2.384	1.092	113



# APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
26	483	2.499	1.079	114
27	482	2.697	.947	115
28	479	2.319	1.128	116
29	476	2.544	1.012	117
30	477	3.180	1.123	118
31	482	2.616	1.182	119
32	471	2.860	1.086	120
33	484	2.506	.979	121
34	469	2.823	1.199	122
35	466	3.006	1.167	123
36	461	2.143	1.129	150
37	449	2.269	1.132	151
38	469	2.173	.988	124
39	474	3.051	1.177	125
40	491	2.165	.930	126
41	482	2.492	1.066	127
42	482	2.770	.973	128
43	482	2.303	.958	129
44	484	2.692	1.136	130
45	485	2.833	.946	131
46	484	1.988	.772	132
47	484	2.099	.932	133
48	481	2.570	1.006	134
49	485	1.938	.826	135
50	489	2.973	1.093	136

# APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
51	487	2.581	.976	137
52	483	2.930	.852	138
53	489	4.198	1.063	84
54	486	4.621	1.262	85
55	492	2.589	.865	86
56	484	4.347	1.337	87
57	483	4.919	1.175	88
58	482	4.824	1.350	89
59	489	5.151	1.252	90
60	490	4.198	1.315	91
61	487	4.285	1.317	92
62	491	2.261	.984	8
63	490	2.086	.884	9
64	489	1.900	.698	10
65	492	1.868	.658	11
66	493	2.736	1.128	51
67	471	2.030	1.103	52
68	491	2.320	1.122	53
69	492	2.457	1.039	54
70	488	2.611	1.137	55
71	493	2.783	1.153	56
72	480	2.471	1.019	57
73	483	2.110	1.240	12
74	396	2.270	.842	13
75	488	2.365	1.096	14

## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
76	469	2.367	.871	15
77	466	2.891	1.180	16
78	359	2.671	.877	17
79	484	3.048	1.183	18
80	341	2.944	.939	19
81	392	2.714	.916	20
82	475	1.926	.962	21
83	421	2.758	1.077	22
84	480	2.365	1.049	23
85	483	2.505	1.073	24
86	480	2.373	1.123	25
87	463	1.387	.664	37
88	471	2.268	.838	38
89	472	1.731	.799	39
90	460	2.485	.857	40
91	493	1.458	.632	41
92	485	2.586	.886	42
93	486	1.751	.793	43
94	481	2.609	.900	44
95	488	2.170	1.102	45
96	492	2.197	1.015	26
97	491	1.727	.822	27
98	490	2.267	1.041	28
99	481	2.335	1.188	29
100	490	2.139	1.084	30

## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
101	490	2.139	1.084	31
102	489	2.493	1.225	32
103	486	1.570	.675	33
104	474	1.787	.827	46
105	483	2.104	1.077	34
106	278	2.460	1.157	47
107	277	2.047	1.022	48
108	238	2.496	1.204	49
109	240	2.875	1.332	35
110	261	1.586	.493	36
111	372	1.452	.837	50
112	435	1.264	.442	141
113	334	1.413	.493	142
114	293	3.007	1.079	143

## APPENDIX B

### Items and Instructions Administered to the Sample of Male and Female Officers Commissioned in 1985

#### DEMOGRAPHIC INFORMATION

ITEMS 1-7 The following questions are necessary to perform various statistical analyses. Failure to provide complete information could result in inaccurate interpretation. Given the Senior Army Officials' interest and support of this program, please answer all of the items.

1. What is your commission year group?
  - a. 1980
  - b. 1981
  - c. 1982
  - d. 1983
  - e. 1984
  - f. 1985
2. What is your source of commission?
  - a. OCS
  - b. USMA
  - c. ROTC
  - d. Direct
3. What is your rank?
  - a. 2LT
  - b. 1LT
  - c. CPT
  - d. MAJ
4. What is your sex?
  - a. Male
  - b. Female
5. What is your race?
  - a. American Indian or Alaskan Native
  - b. Asian or Pacific Islander
  - c. Black, not of Hispanic origin
  - d. Hispanic
  - e. White, not of Hispanic origin
6. What is your major command headquarters?
  - a. Forces Command
  - b. Training & Doctrine Command
  - c. U.S. Army Europe
  - d. Western Command
  - e. U. S. Army Korea
  - f. Other

## APPENDIX B

7. Which of the following applies to your present assignment?

- a. Combat Arms
- b. Combat Support
- c. Combat Service Support
- d. Other (e.g., graduate student)

### PRE-COMMISSION EXPERIENCES

ITEMS 8-12. Below is a list of statements a person might make describing his/her preparation for a career as an officer. Based on your experiences, please indicate the extent to which you agree or disagree with each statement. Use the following scale:

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree
- f. Does not apply

8. My academic program of studies prepared me to master the requirements of my Branch Course.

9. Based upon my academic training, I feel well prepared to conduct oral presentations and briefings.

10. Based upon my academic training, I feel well prepared to write memos and short communiques.

11. Based upon my physical training experiences, I feel well prepared to lead my unit in physical training activities.

12. Based upon my physical training experiences, I feel prepared to meet the Army's standards of physical fitness for officers.

ITEMS 13-15. The questions below are designed to obtain information about your leadership development. Please answer each using the following scale:

- a. Very valuable
- b. Valuable
- c. Of some value
- d. Of little value
- e. Not valuable at all
- f. Does not apply

13. How valuable was your Cadet Troop Leader Training experience in preparing you for your role as an officer?

## APPENDIX B

14. How valuable was your Summer Camp Leadership experience in preparing you for your role as an officer?

15. How valuable was your branch and speciality orientations in helping to prepare you for your role as an officer?

### MILITARY TRANSITION

ITEMS 16-24. Below is a list of statements describing experiences and feelings that people sometimes have when making the transition from being a cadet or candidate to becoming an officer. For each, please indicate the extent to which you agree or disagree that the statement describes your own experience or feeling. Use the following scale:

- a. Strongly agree
- b. Agree
- c. Undecided
- d. Disagree
- e. Strongly disagree
- f. Don't know

16. When I left school I felt confident of my ability to assume my first assignment.

17. Sometimes I wondered if I was ready to assume a leadership role with troops.

18. Sometimes I questioned my experience and whether I was capable of the tasks ahead.

19. I knew what to expect in my first assignment; I was well informed.

20. The freedom I suddenly had was a new experience; it took time to adjust.

21. I didn't really know how to handle the freedom very well.

22. I feel prepared to manage being both an officer and a spouse.

23. Having children and being a parent are responsibilities I'm ready to assume.

24. I think I can effectively balance the demands of being an officer with the demands of a family.

## APPENDIX B

ITEMS 25-30. The following questions are designed to measure how much factors affect unit performance. In your current job assignment indicate the extent to which each of the factors listed below contributes to the performance of your unit. In responding to statements, use the following scale.

- a. Did not contribute at all
- b. Contributed only minimally
- c. Contributed somewhat
- d. Contributed greatly
- e. Don't know/can't evaluate

- 25. The skill of the unit leader.
- 26. The skill of the unit subordinates.
- 27. Hard work on the part of the unit leader.
- 28. Hard work on the part of the unit subordinates.
- 29. Good luck.
- 30. Bad luck.

ITEMS 31-39. The following questions are designed to measure types of leadership influence strategies. Influence is the ability to get another person to think, feel or act in a manner they would not have done otherwise. Using the scale below, rate the frequency with which you have used the following strategies to influence your subordinates in your present duty assignment.

- a. Always
- b. Almost always
- c. Often
- d. Sometimes
- e. Seldom
- f. Never
- g. Don't know

- 31. Made direct statements or requests without providing any explanations of the reasons behind such requests.
- 32. Made direct statements or requests, and backed them up by claiming to have superior skill or knowledge.
- 33. Made direct statements or requests while also providing the reason behind the requests.
- 34. Did not make direct statements or requests, but hinted or made indirect side comments.



## APPENDIX B

- 35. Threatened to use forms of punishment.
- 36. Used ingratiating tactics such as flattery or "apple polishing."
- 37. Used personal punishment such as ignoring individuals or withdrawing personal support.
- 38. Used personal reward such as giving extra attention, help, support or friendship.
- 39. Made a direct statement or request, and asked them to go along with it as a way of helping the leader.

### CHARACTERISTICS OF FIRST ASSIGNMENT

ITEMS 40-70. Please think about your own first permanent duty assignment, in comparison to the first assignments of other new officers. For those questions pertaining to your immediate superior, refer to your current supervisor/rater. Use the following scale:

- a. Well above average
- b. Above average
- c. Average
- d. Below average
- e. Well below average

- 40. The amount of challenge in your duties.
- 41. The opportunity to express ideas to your immediate superior.
- 42. The willingness of your immediate superior to accept your ideas.
- 43. The feeling of contributing to decision-making.
- 44. The administrative effectiveness of your immediate superior.
- 45. The leadership effectiveness of your superior.
- 46. The amount of discussion of your work with your immediate superior.
- 47. The amount of friendship between you and your immediate superior.
- 48. Your respect for your immediate superior as a person.
- 49. The congeniality of life in your unit.
- 50. The amount of authoritarian control exercised over you by your immediate superior.

## **APPENDIX B**

51. The amount of personal interest in you shown by your immediate superior.
52. The amount of constructive criticisms provided by your immediate superior.
53. The feeling of being treated as an equal by your immediate superior.
54. The amount of military tasks in your work.
55. The amount of discussion between you and your immediate superior on issues of importance aside from your work.
56. The amount of initiative actually exercised by you.
57. The amount of interference by others in areas that are your responsibility.
58. Opportunity to get to know the people in your unit.
59. Recognition of your accomplishments by your immediate superior.
60. The amount of direction provided by your immediate superior.
61. Your workload as an officer.
62. Feeling of contentment in your work.
63. The amount of guidance provided by your immediate superior.
64. Feeling of confidence in your work.
65. Feeling of being accepted by other officers in the unit.
66. Amount of constructive leadership provided by your immediate superior.
67. Feeling of being accepted by troops as a person.
68. Adequacy of training for your assignment.
69. The amount of assistance given to you by fellow officers in the unit.
70. The amount of task structure provided by the immediate superior.

## APPENDIX B

### CAREER PLANNING

ITEMS 71-95. Listed below are several different aspects of an officer's life. For each, please indicate how satisfied you are with this aspect of your life at the present time. Please indicate your response using the following scale:

- a. Extremely satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Extremely dissatisfied
- f. Don't know

- 71. Relationships with superior officers.
- 72. Relationships with peers.
- 73. Relationships with NCO's.
- 74. Relationships with troops and subordinates.
- 75. Opportunities to socialize and develop personal relationships.
- 76. Present marital status.
- 77. Living conditions/quarters.
- 78. Leave time.
- 79. Recreational opportunities.
- 80. Free time for social/recreational pursuits.
- 81. Present social relations (in general).
- 82. Personal relationship(s) with the opposite sex: (e.g., spouse, fiance(e), other).
- 83. Work relationships with the opposite sex.
- 84. Opportunities to engage in athletic pursuits or physical activities.
- 85. Policies relating to fraternization.
- 86. Policies relating to assignments/relocation.
- 87. Policies relating to dual relocation of spouses.
- 88. Time available to pursue personal life goals.

## APPENDIX B

- 89. Policies relating to pregnancies for female officers.
- 90. Command climate toward female officers.
- 91. Support received from family/friends for my career in military.
- 92. Support received from my branch assignment officer at MILPERCEN.
- 93. Overall, how satisfied are you with your life as an officer?
- 94. Overall, how satisfied are you with your career progress in the military (assignments, developmental experiences, etc.)?
- 95. Overall, how satisfied are you with your personal life at the present time?

### CAREER INVOLVEMENT

Items 96-101. Below is a list of statements a person might make about his or her job. You are to indicate your own personal feelings about your career by marking how much you agree or disagree with each of the statements at this time. Use the following scale:

- a. Strongly agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly disagree
- f. Don't know

- 96. I identify strongly with career.
- 97. My career gives me a sense of well-being.
- 98. I get a sense of pride from my career.
- 99. My career is very important to me, compared to other areas of my life.
- 100. I would probably begin by stating my career, if I were to describe myself to someone.
- 101. Were I to rank all of the things that I do, those things related to my career would be at or near the top.

## APPENDIX B

### OVERALL COMMITMENT AND ADJUSTMENT

ITEMS 102-105. Many factors enter into a person's choice for career commitment. Think about your own career and the decisions you face. Please indicate your answer as you feel right now.

102. Which of the following best describes your career intentions at the present time?

- a. I plan to stay in the Army until retirement.
- b. I plan to stay in the Army beyond my obligation but am undecided about staying until retirement.
- c. I am undecided whether or not I will stay in the Army upon completion of my obligation.
- d. I will probably leave the Army upon completion of my obligation.
- e. I will definitely leave the Army upon completion of my obligation.

103. Overall, how would you describe your adjustment to the role of an Army officer?

- a. Very well adjusted
- b. Adjusted
- c. Neutral
- d. Not well adjusted
- e. Don't know

104. Overall, how would you describe your adjustment to the life-style in the Army?

- a. Very well adjusted
- b. Adjusted
- c. Neutral
- d. Not well adjusted
- e. Don't know

105. Please indicate your present marital status:

- a. Single
- b. Formally engaged
- c. Married
- d. Legally separated
- e. Divorced
- f. Widow(er)

## APPENDIX B

If married or engaged please respond to Items 106-111. All others please skip to Item 114.

106. How committed is your spouse or fiancé(e) to an Army life-style?

- a. Extremely committed
- b. Committed
- c. Neutral
- d. Uncommitted
- e. Extremely uncommitted
- f. Don't know

107. How committed is your spouse or fiancé(e) to supporting your career as an officer?

- a. Extremely committed
- b. Committed
- c. Neutral
- d. Uncommitted
- e. Extremely uncommitted
- f. Don't know

108. How compatible is your career as an Army officer with your spouse's or fiancé(e)'s career?

- a. Extremely compatible
- b. Compatible
- c. Unsure
- d. Incompatible
- e. Extremely incompatible
- f. Does not apply

109. If married, please indicate the work and family plans you and your spouse have discussed:

- a. Plan a military career but not have children
- b. Plan a military career and have children
- c. Plan a career after the military but not have children
- d. Plan a career after the military and have children
- e. Plan to have children after leaving the Army
- f. Do not have any work and family plans
- g. Does not apply; I am not married

110. If married, do you have any children (including pregnancy)?

- a. Yes
- b. No

## APPENDIX B

111. How many children do you have either living with you or not? (natural, step, foster children, etc.)

- a. None
- b. One
- c. Two
- d. Three
- e. Four or more

ITEMS 112-114. The following questions relate to moral values and ethical issues regarding professional conduct in the Army. Many people believe that the behavioral examples set by officers have a great influence on others.

112. Based on your personal, first-hand experience has an officer at your unit ever behaved in a misleading, hypocritical, or deceitful way?

- a. Don't know
- b. No
- c. Yes

113. If so, has the conduct that you observed affected you psychologically?

- a. Does not apply
- b. No
- c. Yes

114. If so, how did you react to the observed incident?

- a. Does not apply
- b. Felt anger at the person
- c. Felt frustration with my unit
- d. Felt disillusioned with the Army
- e. No personal feelings were evoked

ITEMS 115-119. The following questions are designed to measure your perceptions of your effectiveness as a leader--in your current job in the Army.

115. How effective are you in carrying out your duties in your present leadership role?

- a. Very Effective
- b. Effective
- c. Ineffective
- d. Don't know

## APPENDIX B

116. How do you rate yourself in terms of leadership performance, relative to what you would expect at this time as a junior officer?

- a. Top 10%
- b. 2nd 10%
- c. 3rd 10%
- d. 4th 10%
- e. 5th 10%
- f. Bottom 50%
- g. Don't know

117. Overall, how much respect do you have for your leadership abilities?

- a. A great deal
- b. Some
- c. Little
- d. None
- e. Don't know

118. How effective is your unit in performing the tasks assigned to it?

- a. Very effective
- b. Effective
- c. Ineffective
- d. Don't know

119. How would you rate your unit in terms of task accomplishments, relative to other units performing similar tasks?

- a. Top 10%
- b. 2nd 10%
- c. 3rd 10%
- d. 4th 10%
- e. 5th 10%
- f. Bottom 50%
- g. Don't know



## APPENDIX B

### Item Statistics for 1985 Sample

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
1	373	6	0	1
2	366	2.51	.689	2
3	363	1.09	.280	3
4	368	1.14	.349	4
5	371	4.75	.696	5
6	353	2.24	1.59	6
7	369	1.70	.915	7
8	358	2.380	1.284	152
9	362	1.724	.862	153
10	363	1.565	.671	154
11	366	1.413	.763	155
12	367	1.248	.519	156
13	211	2.081	1.077	157
14	295	2.539	1.068	158
15	346	2.659	1.010	159
16	365	1.992	.974	160
17	369	3.339	1.284	161
18	367	3.232	1.275	162
19	355	3.327	1.271	163
20	354	3.590	1.284	164
21	367	4.436	.797	165
22	314	1.924	.989	166
23	324	2.574	1.341	167
24	332	2.211	1.076	168
25	347	3.519	.698	78

## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
26	350	3.740	.517	79
27	347	3.516	.673	80
28	347	3.767	.527	81
29	284	2.359	.904	82
30	278	2.151	.934	83
31	362	4.423	.930	84
32	359	5.103	.990	85
33	361	2.532	.799	86
34	352	4.724	.943	87
35	365	5.142	.900	88
36	357	5.359	.877	89
37	360	5.575	.800	90
38	355	4.518	1.220	91
39	359	4.760	1.105	92
40	367	2.349	1.076	108
41	365	2.214	1.091	109
42	365	2.600	1.081	110
43	357	2.709	1.091	111
44	360	2.447	1.025	112
45	363	2.559	1.109	113
46	362	2.528	1.076	114
47	362	2.798	.945	115
48	361	2.435	1.156	116
49	364	2.637	.971	117
50	366	3.189	1.065	118

## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
51	363	2.642	1.021	119
52	363	2.862	.985	120
53	361	2.903	1.110	121
54	362	2.732	.994	122
55	362	3.086	1.082	123
56	365	2.175	.853	124
57	360	2.983	1.031	125
58	358	2.025	.861	126
59	362	2.848	.994	127
60	364	2.865	1.081	128
61	366	2.492	.976	129
62	362	2.997	1.157	130
63	363	2.895	.981	131
64	364	2.157	.830	132
65	364	2.066	.907	133
66	368	2.810	.997	134
67	363	1.909	.762	135
68	365	2.863	1.023	136
69	364	2.470	.904	137
70	358	2.969	.858	138
71	365	2.222	.930	8
72	360	1.867	.757	9
73	365	1.871	.743	10
74	357	1.818	.630	11
75	368	2.679	1.120	51

# APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
76	343	2.157	1.100	52
77	360	2.233	1.197	53
78	356	2.466	1.019	54
79	366	2.557	1.133	55
80	360	2.917	1.198	56
81	365	2.545	1.009	57
82	358	2.274	1.317	12
83	280	2.425	.830	13
84	357	2.331	1.037	14
85	345	2.443	.871	15
86	340	3.118	1.083	16
87	238	2.857	.814	17
88	358	3.246	1.090	18
89	228	2.917	.822	19
90	272	2.812	.862	20
91	366	1.749	.799	21
92	324	2.846	1.113	22
93	370	2.262	.948	23
94	362	2.528	1.063	24
95	364	2.266	1.003	25
96	363	2.198	1.079	26
97	369	2.187	.970	27
98	371	1.757	.835	28
99	370	2.354	1.060	29
100	361	2.537	1.240	30

## APPENDIX B

<u>Item #</u>	<u>Sample Size</u>	<u>Mean</u>	<u>Standard Deviation</u>	<u>Master Data #</u>
101	365	2.427	1.109	31
102	366	2.607	1.122	32
103	363	1.653	.706	33
104	357	1.779	.774	46
105	360	1.897	.989	34
106	187	2.326	1.110	47
107	184	1.957	.904	48
108	162	2.377	1.115	49
109	144	3.097	1.355	35
110	164	1.720	.451	36
111	180	1.411	.810	50
112	282	1.294	.457	141
113	202	1.475	.501	142
114	187	2.914	1.054	143
115	348	1.549	.521	74
116	345	1.646	.874	75
117	356	1.289	.529	144
118	349	1.493	.550	76
119	325	1.683	1.031	77

# APPENDIX C

## Master Survey Variables Cross-referenced to Questions in Individual Year Group Surveys

Variable	Year					
	1980	1981	1982	1983	1984	1985
QUES1	1	1	1	1	1	1
QUES2	2	2	2	2	2	2
QUES3	3	3	3	3	3	3
QUES4	4	4	4	4	4	4
QUES5	5	5	5	5	5	5
QUES6	6	6	6	6	6	6
QUES7	7	7	7	7	7	7
QUES8	13	28	8	28	62	71
QUES9	14	29	9	29	63	72
QUES10	15	30	10	30	64	73
QUES11	16	31	11	31	65	74
QUES12	17	39	19	39	73	82
QUES13	18	40	20	40	74	83
QUES14	19	41	21	41	75	84
QUES15	20	42	22	42	76	85
QUES16	21	43	23	43	77	86
QUES17	22	44	24	44	78	87
QUES18	23	45	25	45	79	88
QUES19	24	46	26	46	80	89
QUES20	25	47	27	47	81	90
QUES21	26	48	28	48	82	91
QUES22	27	49	29	49	83	92
QUES23	28	50	30	50	84	93
QUES24	29	51	31	51	85	94

# APPENDIX C

Variable	1980	1981	1982	Year	1984	1985
				1983		
QUES25	30	52	32	52	86	95
QUES26	40	62	42	94	96	96
QUES27	41	63	43	95	97	97
QUES28	42	64	44	96	98	98
QUES29	43	65	45	97	99	99
QUES30	44	66	46	98	100	100
QUES31	45	67	47	99	101	101
QUES32	58	80	60	112	102	102
QUES33	59	81	61	113	103	103
QUES34	61	83	63	114	105	105
QUES35	65	87	67	115	109	109
QUES36	66	88	68	116	110	110
QUES37	31	53	33	85	87	
QUES38	32	54	34	86	88	
QUES39	33	55	35	87	89	
QUES40	34	56	36	88	90	
QUES41	35	57	37	89	91	
QUES42	36	58	38	90	92	
QUES43	37	59	39	91	93	
QUES44	38	60	40	92	94	
QUES45	39	61	41	93	95	
QUES46	60	82	62		104	104
QUES47	62	84	64		106	106
QUES48	63	85	65		107	107
QUES49	64	86	66		108	108
QUES50	67	89	69		111	111

# APPENDIX C

Variable	Year					1985
	1980	1981	1982	1983	1984	
QUES51		32	12	32	66	75
QUES52		33	13	33	67	76
QUES53		34	14	34	68	77
QUES54		35	15	35	69	78
QUES55		36	16	36	70	79
QUES56		37	17	37	71	80
QUES57		38	18	38	72	81
QUES58	46	68	48	100		
QUES59	47	69	49	101		
QUES60	48	70	50	102		
QUES61	49	71	51	103		
QUES62	50	72	52	104		
QUES63	51	73	53	105		
QUES64	52	74	54	106		
QUES65	53	75	55	107		
QUES66	54	76	56	108		
QUES67	55	77	57	109		
QUES68	56	78	58	110		
QUES69	57	79	59	111		
QUES70	68	90	70	117		
QUES71	69	91	71	118		
QUES72	70	92	72	119		
QUES73	71	93	73	120		
QUES74		8		8	8	115
QUES75		9		9	9	116
QUES76		11		11	11	118



# APPENDIX C

Variable	Year				
	1980	1981	1982	1983	1984
QUES77		12		12	12
QUES78		13		13	13
QUES79		14		14	14
QUES80		15		15	15
QUES81		16		16	16
QUES82		17		17	17
QUES83		18		18	18
QUES84		19		19	53
QUES85		20		20	54
QUES86		21		21	55
QUES87		22		22	56
QUES88		23		23	57
QUES89		24		24	58
QUES90		25		25	59
QUES91		26		26	60
QUES92		27		27	61
QUES93	72	94	74		
QUES94	73	95	75		
QUES95	74	96	76		
QUES96	75	97	77		
QUES97	76	98	78		
QUES98	77	99	79		
QUES99	78	100	80		
QUES100	79	101	81		
QUES101	80	102	82		
QUES102	81	103	83		

# APPENDIX C

Variable	1980	1981	1982	Year 1983	1984	1985
QUES103	82	104	84			
QUES104	83	105	85			
QUES105	84	106	86			
QUES106	85	107	87			
QUES107	86	108	88			
QUES108				54	20	40
QUES109				55	21	41
QUES110				56	22	42
QUES111				57	23	43
QUES112				58	24	44
QUES113				59	25	45
QUES114				60	26	46
QUES115				61	27	47
QUES116				62	28	48
QUES117				63	29	49
QUES118				64	30	50
QUES119				65	31	51
QUES120				66	32	52
QUES121				67	33	53
QUES122				68	34	54
QUES123				69	35	55
QUES124				70	38	56
QUES125				71	39	57
QUES126				72	40	58
QUES127				73	41	59
QUES128				74	42	60

# APPENDIX C

Variable	1980	1981	1982	Year 1983	1984	1985
QUES129				75	43	61
QUES130				76	44	62
QUES131				77	45	63
QUES132				78	46	64
QUES133				79	47	65
QUES134				80	48	66
QUES135				81	49	67
QUES136				82	50	68
QUES137				83	51	69
QUES138				84	52	70
QUES139		10		10	10	
QUES140				53	19	
QUES141					112	112
QUES142					113	113
QUES143					114	114
QUES144						117
QUES145	8					
QUES146	9					
QUES147	10					
QUES148	11					
QUES149	12					
QUES150					36	
QUES151					37	
QUES152						8
QUES153						9
QUES154						10

# APPENDIX C

Variable	1980	1981	1982	Year		1984	1985
				1983			
QUES155							11
QUES156							12
QUES157							13
QUES158							14
QUES159							15
QUES160							16
QUES161							17
QUES162							18
QUES163							19
QUES164							20
QUES165							21
QUES166							22
QUES167							23
QUES168							24

## APPENDIX D

### Description of the Methodology from Technical Report 1, Adams, Ilgen, Chao, Whitener, and Degregorio, 1987

#### Method

##### Survey Participants

All participants were commissioned in years 1980 through 1985 inclusively. They received their commission from one of the following sources: the United States Military Academy at West Point (USMA), Reserve Officer Training Corps (ROTC), Officer Candidate School (OCS), or by direct commission. The original sample, drawn from commission year groups 1980 through 1984 and excluding 1985, contained one thousand officers from each year group stratified by commission source, branch and location of duty station in the summer of 1985 (the time of the first survey administration) and also sampled so as to contain a good sample of women officers. The effect of the latter was that the proportion of women in the subsamples by year was far greater than their proportion of the total number of commissions granted by the Army in any particular year. With respect to commission source, each year sample was composed of forty percent who received their commission from USMA, forty percent from ROTC, and the remaining twenty percent who received their commission either from OCS or by direct commission. Branches represented in the sample included Combat Arms (Infantry, Armor, Field Artillery, Air Defense Artillery, and Aviation), Combat Support (Military Intelligence, Military Police, and Signal Corps), and Combat Service Support (Ordinance, Quartermaster, Chaplain, and Health Service). The duty locations were Korea, Hawaii, Alaska, Panama, West Germany, Italy, Turkey, and sites throughout the continental United States. In the 1985 sample, if selected respondents were no longer with the Army, they were replaced by another matched on commission source, branch, duty location, and gender. Eighty persons were replaced in this way. The source of the 1986 survey sample for those commissioned in 1980 through 1984 was the sample constructed in 1985; therefore, there were no replacements for persons who had left the Army between June of 1985 and June of 1986.

Up to now we have described the sampling procedure for officers commissioned in 1980 through 1984 but not 1985. For the 1985 subsample, one thousand officers were selected using the same procedures as described for the other groups. However, this sampling was done in the spring of 1986 rather than the spring of 1985 and, therefore, replacements were used for all those who had left the Army prior to the time sampled. In addition, members of this group received a survey for the first time in 1986 in contrast to those in the other commission year groups who had received both the 1985 and the 1986 survey. Responses to the survey by commission group, type of commission, rank, gender, current duty location and type of assignment are listed in Table 1. Several things in Table 1 are worth noting. First, with respect to the year of commission data, it is important to note that for most of the subgroups sampled in the previous survey, over 50% of the original sample continued to return their surveys. This return rate on a repeat sampling is considerably above the norm for sample surveys of this type. On the other hand, the 1985 commission group that had not participated in the original survey and also did not have attrition due to members of their group resigning from the military at the end of their tour, had considerably fewer respondents than the other groups.

Another sample characteristic worth noting for later interpretation of responses is that those receiving their commission through ROTC had nearly three times more respondents than any other commission source although this disproportionately existed in the original population and therefore did not represent differences in response rates. It should be noted that within minority groups, there were over three times more Blacks than any of the other minority group classifications.

Finally, for gender, although disproportionately more women were selected to be surveyed and responded to it than would be expected based on all the officers commissioned during the years represented by this study, the ratio of men to women still exceeded 8 to 1.

#### Procedure

In June of 1986, respondents received a letter explaining the purpose of the study, a copy of the survey, an optical scan answer sheet, a stamped return envelope, and a statement about voluntary participation and confidentiality of the data. Completed surveys were mailed directly to the Office of Institutional Research at the U. S. Military Academy, coded to protect anonymity, and seen by no one other than the research staff. Those who did not return their survey within        days were sent a follow-up letter and a second survey.

# APPENDIX E

## DESCRIPTIVE STATISTICS FOR 1986 PROTEUS SURVEY QUESTIONS

### CLASS86 CLASS YEAR

Mean	3.223	Std err	.030	Median	3.000
Mode	1.000	Std dev	1.681	Variance	2.826
Kurtosis	-1.230	S E Kurt	.086	Skewness	.157
S E Skew	.043	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	10377.000		

Valid cases 3220 Missing cases 0

### SOCOM86 COMMISSION SOURCE

Mean	2.548	Std err	.013	Median	3.000
Mode	3.000	Std dev	.757	Variance	.573
Kurtosis	-.130	S E Kurt	.087	Skewness	-.894
S E Skew	.043	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	8071.000		

Valid cases 3168 Missing cases 52

### RANK86 RANK

Mean	2.417	Std err	.012	Median	3.000
Mode	3.000	Std dev	.695	Variance	.483
Kurtosis	-.573	S E Kurt	.087	Skewness	-.681
S E Skew	.044	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	7634.000		

Valid cases 3159 Missing cases 61

### SEX86 SEX

Mean	1.135	Std err	.006	Median	1.000
Mode	1.000	Std dev	.341	Variance	.116
Kurtosis	2.593	S E Kurt	.087	Skewness	2.143
S E Skew	.044	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	3575.000		

Valid cases 3151 Missing cases 69

# **RACE86 RACE**

Mean	4.709	Std err	.013	Median	5.000
Mode	5.000	Std dev	.750	Variance	.562
Kurtosis	5.930	S E Kurt	.087	Skewness	-2.566
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	14927.000		

Valid cases 3170 Missing cases 50

-----

# **MACOM86 MACOM**

Mean	2.132	Std err	.024	Median	2.000
Mode	1.000	Std dev	1.309	Variance	1.715
Kurtosis	-.145	S E Kurt	.089	Skewness	1.026
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6503.000		

Valid cases 3050 Missing cases 170

-----

# **BRTYPE86 BRANCH TYPE**

Mean	1.683	Std err	.015	Median	1.000
Mode	1.000	Std dev	.830	Variance	.689
Kurtosis	-1.246	S E Kurt	.090	Skewness	.647
S E Skew	.045	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	4949.000		

Valid cases 2940 Missing cases 280

-----

# **P86Q8 RELS WITH SUPERIOR OFFICERS**

Mean	2.218	Std err	.017	Median	2.000
Mode	2.000	Std dev	.975	Variance	.951
Kurtosis	.530	S E Kurt	.087	Skewness	.918
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7012.000		

Valid cases 3162 Missing cases 58



**P86Q9 RELS WITH PEERS**

Mean	1.977	Std err	.015	Median	2.000
Mode	2.000	Std dev	.841	Variance	.708
Kurtosis	1.503	S E Kurt	.088	Skewness	1.062
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6177.000		

Valid cases 3124 Missing cases 96

-----

**P86Q10 RELS WITH NCOS**

Mean	1.949	Std err	.014	Median	2.000
Mode	2.000	Std dev	.803	Variance	.645
Kurtosis	1.899	S E Kurt	.087	Skewness	1.094
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6109.000		

Valid cases 3134 Missing cases 86

-----

**P86Q11 RELS WITH TROOPS AND SUBS**

Mean	1.869	Std err	.013	Median	2.000
Mode	2.000	Std dev	.737	Variance	.544
Kurtosis	2.045	S E Kurt	.088	Skewness	.997
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	5848.000		

Valid cases 3129 Missing cases 91

-----

**P86Q12 PERSONAL RELS WITH OPP SEX**

Mean	2.081	Std err	.022	Median	2.000
Mode	1.000	Std dev	1.203	Variance	1.448
Kurtosis	-.109	S E Kurt	.088	Skewness	.965
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6507.000		

Valid cases 3127 Missing cases 93

**P86Q13 WORK RELS WITH OPP SEX**

Mean	2.321	Std err	.016	Median	2.000
Mode	2.000	Std dev	.855	Variance	.731
Kurtosis	.893	S E Kurt	.094	Skewness	.697
S E Skew	.047	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6331.000		

Valid cases 2728 Missing cases 492

-----

**P86Q14 OPPS TO ENGAGE IN PHYSICAL PURSUITS**

Mean	2.302	Std err	.019	Median	2.000
Mode	2.000	Std dev	1.074	Variance	1.153
Kurtosis	-.046	S E Kurt	.087	Skewness	.808
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7217.000		

Valid cases 3135 Missing cases 85

-----

**P86Q15 POLS RELATED TO FRATERNIZATION**

Mean	2.434	Std err	.017	Median	2.000
Mode	2.000	Std dev	.934	Variance	.873
Kurtosis	.343	S E Kurt	.089	Skewness	.638
S E Skew	.045	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7314.000		

Valid cases 3005 Missing cases 215

-----

**P86Q16 POLS RELATED TO ASSIGNMENTS**

Mean	2.886	Std err	.021	Median	3.000
Mode	2.000	Std dev	1.140	Variance	1.299
Kurtosis	-.827	S E Kurt	.088	Skewness	.341
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8908.000		

Valid cases 3087 Missing cases 133

**P86Q17 POLS RELATED TO DUAL RELOCATION**

Mean	2.767	Std err	.018	Median	3.000
Mode	3.000	Std dev	.888	Variance	.789
Kurtosis	.602	S E Kurt	.100	Skewness	.184
S E Skew	.050	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6629.000		

Valid cases 2396 Missing cases 824

-----

**P86Q18 TIME AVAIL FOR PERSONAL GOALS**

Mean	3.086	Std err	.020	Median	3.000
Mode	2.000	Std dev	1.117	Variance	1.248
Kurtosis	-.966	S E Kurt	.088	Skewness	.017
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	9557.000		

Valid cases 3097 Missing cases 123

-----

**P86Q19 POLS RELATED TO PREG FOR OFFICERS**

Mean	2.998	Std err	.019	Median	3.000
Mode	3.000	Std dev	.918	Variance	.843
Kurtosis	.305	S E Kurt	.100	Skewness	.244
S E Skew	.050	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7145.000		

Valid cases 2383 Missing cases 837

-----

**P86Q20 COMMAND CLIMATE TOWARD FEMALE OFFS**

Mean	2.799	Std err	.019	Median	3.000
Mode	3.000	Std dev	.957	Variance	.916
Kurtosis	-.184	S E Kurt	.095	Skewness	.308
S E Skew	.047	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7484.000		

Valid cases 2674 Missing cases 546

**P86Q21 SUPPORT FROM FAM/FRIENDS FOR CAREER**

Mean	1.852	Std err	.016	Median	2.000
Mode	2.000	Std dev	.892	Variance	.796
Kurtosis	1.227	S E Kurt	.088	Skewness	1.118
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	5787.000		

Valid cases 3124 Missing cases 96

-----

**P86Q22 SUPPORT FROM BRANCH ASSIGNT OFFICER**

Mean	2.772	Std err	.021	Median	3.000
Mode	2.000	Std dev	1.150	Variance	1.323
Kurtosis	-.653	S E Kurt	.090	Skewness	.371
S E Skew	.045	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8287.000		

Valid cases 2990 Missing cases 230

-----

**P86Q23 OVERALL SATISFACTION WITH LIFE AS OFFICE**

Mean	2.176	Std err	.017	Median	2.000
Mode	2.000	Std dev	.981	Variance	.963
Kurtosis	.548	S E Kurt	.087	Skewness	.939
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6858.000		

Valid cases 3152 Missing cases 68

-----

**P86Q24 OVERALL SAT WITH CAREER PROGRESS**

Mean	2.248	Std err	.019	Median	2.000
Mode	2.000	Std dev	1.064	Variance	1.132
Kurtosis	.000	S E Kurt	.087	Skewness	.825
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7047.000		

Valid cases 3135 Missing cases 85

**P86Q25 OVERALL SAT WITH PERSONAL LIFE AT PRESEN**

Mean	2.227	Std err	.019	Median	2.000
Mode	2.000	Std dev	1.045	Variance	1.092
Kurtosis	.013	S E Kurt	.088	Skewness	.810
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6952.000		

Valid cases 3121 Missing cases 99

-----

**P86Q26 I IDENTIFY STRONGLY WITH MY CAREER**

Mean	2.023	Std err	.018	Median	2.000
Mode	2.000	Std dev	1.034	Variance	1.069
Kurtosis	.369	S E Kurt	.087	Skewness	.962
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6339.000		

Valid cases 3134 Missing cases 86

-----

**P86Q27 CAREER GIVES WELL BEING**

Mean	2.071	Std err	.017	Median	2.000
Mode	2.000	Std dev	.982	Variance	.965
Kurtosis	.575	S E Kurt	.087	Skewness	.949
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6541.000		

Valid cases 3158 Missing cases 62

-----

**P86Q28 I GET SENSE OF PRIDE FROM CAREER**

Mean	1.688	Std err	.015	Median	2.000
Mode	1.000	Std dev	.824	Variance	.679
Kurtosis	2.370	S E Kurt	.088	Skewness	1.403
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	5279.000		

Valid cases 3128 Missing cases 92

**P86Q29 CAREER IS IMPORTANT**

Mean	2.175	Std err	.018	Median	2.000
Mode	2.000	Std dev	1.020	Variance	1.041
Kurtosis	.079	S E Kurt	.087	Skewness	.779
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6856.000		

Valid cases 3152 Missing cases 68

-----

**P86Q30 DESCRIBE SELF WITH CAREER**

Mean	2.274	Std err	.021	Median	2.000
Mode	2.000	Std dev	1.147	Variance	1.317
Kurtosis	-.432	S E Kurt	.088	Skewness	.697
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7037.000		

Valid cases 3094 Missing cases 126

-----

**P86Q31 CAREER AT OR NEAR TOP OF RANKING**

Mean	2.120	Std err	.018	Median	2.000
Mode	2.000	Std dev	1.027	Variance	1.055
Kurtosis	.264	S E Kurt	.087	Skewness	.901
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6639.000		

Valid cases 3132 Missing cases 88

-----

**P86Q32 CAREER INTENTIONS**

Mean	2.222	Std err	.022	Median	2.000
Mode	1.000	Std dev	1.217	Variance	1.482
Kurtosis	-.171	S E Kurt	.088	Skewness	.850
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6914.000		

Valid cases 3111 Missing cases 109

**P86Q33     ADJUSTMENT TO OFFICER ROLE**

Mean	1.515	Std err	.012	Median	1.000
Mode	1.000	Std dev	.676	Variance	.457
Kurtosis	1.934	S E Kurt	.088	Skewness	1.336
S E Skew	.044	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	4687.000		

Valid cases     3094     Missing cases     126

-----

**P86Q34     MARITAL STATUS**

Mean	2.355	Std err	.019	Median	3.000
Mode	3.000	Std dev	1.051	Variance	1.104
Kurtosis	-.591	S E Kurt	.088	Skewness	-.005
S E Skew	.044	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	7307.000		

Valid cases     3103     Missing cases     117

-----

**P86Q35     WORK AND FAMILY PLANS**

Mean	2.570	Std err	.026	Median	2.000
Mode	2.000	Std dev	1.162	Variance	1.350
Kurtosis	.604	S E Kurt	.111	Skewness	1.156
S E Skew	.056	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	4950.000		

Valid cases     1926     Missing cases     1294

-----

**P86Q36     HAVE OR EXPECTING CHILDREN**

Mean	1.464	Std er	.011	Median	1.000
Mode	1.000	Std dev	.499	Variance	.249
Kurtosis	-1.981	S E Kurt	.110	Skewness	.145
S E Skew	.055	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	2916.000		

Valid cases     1992     Missing cases     1228

P86Q37 I TRY TO ASSESS SELF

Mean	1.324	Std err	.012	Median	1.000
Mode	1.000	Std dev	.608	Variance	.370
Kurtosis	4.483	S E Kurt	.094	Skewness	2.063
S E Skew	.047	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	3614.000		

Valid cases 2729 Missing cases 491

-----

P86Q38 SUPERIORS HELP ASSESS SELF

Mean	2.215	Std err	.016	Median	2.000
Mode	2.000	Std dev	.831	Variance	.691
Kurtosis	-.382	S E Kurt	.094	Skewness	.342
S E Skew	.047	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	6062.000		

Valid cases 2737 Missing cases 483

-----

P86Q39 I TRY TO GET CAREER OPP INFO

Mean	1.540	Std err	.013	Median	1.000
Mode	1.000	Std dev	.692	Variance	.479
Kurtosis	1.061	S E Kurt	.093	Skewness	1.172
S E Skew	.047	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	4234.000		

Valid cases 2750 Missing cases 470

-----

P86Q40 SUPERIORS HELP GET CAREER OPP INFO

Mean	2.417	Std err	.017	Median	2.000
Mode	2.000	Std dev	.876	Variance	.768
Kurtosis	-.660	S E Kurt	.094	Skewness	.163
S E Skew	.047	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	6573.000		

Valid cases 2719 Missing cases 501



**P86Q41 I SET PERSONAL CAREER GOALS**

Mean	1.425	Std err	.012	Median	1.000
Mode	1.000	Std dev	.640	Variance	.410
Kurtosis	2.007	S E Kurt	.093	Skewness	1.477
S E Skew	.047	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	3910.000		

Valid cases 2743 Missing cases 477

-----

**P86Q42 SUPERIORS HELP SET CAREER GOALS**

Mean	2.535	Std err	.017	Median	2.000
Mode	2.000	Std dev	.871	Variance	.758
Kurtosis	-.708	S E Kurt	.094	Skewness	.144
S E Skew	.047	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	6887.000		

Valid cases 2717 Missing cases 503

-----

**P86Q43 I DEVELOP CAREER PLANS**

Mean	1.636	Std err	.014	Median	1.000
Mode	1.000	Std dev	.745	Variance	.555
Kurtosis	.545	S E Kurt	.093	Skewness	1.011
S E Skew	.047	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	4483.000		

Valid cases 2741 Missing cases 479

-----

**P86Q44 SUPERIORS HELP WITH CAREER PLANS**

Mean	2.588	Std err	.017	Median	3.000
Mode	2.000	Std dev	.880	Variance	.774
Kurtosis	-.775	S E Kurt	.093	Skewness	.099
S E Skew	.047	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	7133.000		

Valid cases 2756 Missing cases 464

**P86Q45 YEARS PLANNING AHEAD**

Mean	1.763	Std err	.017	Median	2.000
Mode	1.000	Std dev	.909	Variance	.826
Kurtosis	.009	S E Kurt	.093	Skewness	.985
S E Skew	.046	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	4907.000		

Valid cases 2784 Missing cases 436

-----

**P86Q46 ADJUSTMENT TO ARMY LIFESTYLE**

Mean	1.694	Std err	.016	Median	2.000
Mode	1.000	Std dev	.783	Variance	.613
Kurtosis	.958	S E Kurt	.097	Skewness	1.101
S E Skew	.049	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	4314.000		

Valid cases 2547 Missing cases 673

-----

**P86Q47 SPOUSE COMMITMENT TO ARMY**

Mean	2.243	Std err	.025	Median	2.000
Mode	2.000	Std dev	1.047	Variance	1.097
Kurtosis	.123	S E Kurt	.116	Skewness	.765
S E Skew	.058	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3997.000		

Valid cases 1782 Missing cases 1438

-----

**P86Q48 SPOUSE COMMITMENT TO YOUR CAREER AS OFFI**

Mean	1.912	Std err	.022	Median	2.000
Mode	2.000	Std dev	.913	Variance	.834
Kurtosis	1.182	S E Kurt	.116	Skewness	1.081
S E Skew	.058	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3394.000		

Valid cases 1775 Missing cases 1445

**P86Q49 COMPATIBILITY BETWEEN CAREERS**

Mean	2.482	Std err	.030	Median	2.000
Mode	2.000	Std dev	1.167	Variance	1.362
Kurtosis	-.650	S E Kurt	.126	Skewness	.544
S E Skew	.063	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3738.000		

Valid cases 1506 Missing cases 1714

-----

**P86Q50 TOTAL CHILDREN**

Mean	1.864	Std err	.023	Median	2.000
Mode	1.000	Std dev	.997	Variance	.994
Kurtosis	.183	S E Kurt	.115	Skewness	.963
S E Skew	.057	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3390.000		

Valid cases 1819 Missing cases 1401

-----

**P86Q51 OPPS TO SOCIALIZE**

Mean	2.665	Std err	.022	Median	2.000
Mode	2.000	Std dev	1.103	Variance	1.217
Kurtosis	-.589	S E Kurt	.098	Skewness	.462
S E Skew	.049	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6616.000		

Valid cases 2483 Missing cases 737

-----

**P86Q52 PRESENT MARITAL STATUS**

Mean	1.976	Std err	.022	Median	2.000
Mode	1.000	Std dev	1.092	Variance	1.192
Kurtosis	-.029	S E Kurt	.100	Skewness	.922
S E Skew	.050	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	4757.000		

Valid cases 2407 Missing cases 813

**P86Q53 LIVING CONDITIONS**

Mean	2.293	Std err	.023	Median	2.000
Mode	2.000	Std dev	1.149	Variance	1.321
Kurtosis	-.143	S E Kurt	.098	Skewness	.824
S E Skew	.049	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	5666.000		

Valid cases 2471 Missing cases 749

-----

**P86Q54 LEAVE TIME**

Mean	2.364	Std err	.021	Median	2.000
Mode	2.000	Std dev	1.022	Variance	1.045
Kurtosis	.076	S E Kurt	.098	Skewness	.739
S E Skew	.049	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	5866.000		

Valid cases 2481 Missing cases 739

-----

**P86Q55 RECREATIONAL OPPS**

Mean	2.496	Std err	.022	Median	2.000
Mode	2.000	Std dev	1.117	Variance	1.248
Kurtosis	-.546	S E Kurt	.099	Skewness	.552
S E Skew	.049	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6152.000		

Valid cases 2465 Missing cases 755

-----

**P86Q56 FREE TIME FOR SOC OR REC PURSUITS**

Mean	2.759	Std err	.024	Median	2.000
Mode	2.000	Std dev	1.182	Variance	1.396
Kurtosis	-.886	S E Kurt	.098	Skewness	.335
S E Skew	.049	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6824.000		

Valid cases 2473 Missing cases 747

**P86Q57      PRESENT SOCIAL RELS**

Mean	2.467	Std err	.020	Median	2.000
Mode	2.000	Std dev	.991	Variance	.981
Kurtosis	-.118	S E Kurt	.099	Skewness	.680
S E Skew	.049	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6082.000		

Valid cases      2465      Missing cases      755

-----

**P86Q58      ROLE MODELS**

Mean	2.695	Std err	.017	Median	3.000
Mode	3.000	Std dev	.798	Variance	.636
Kurtosis	.143	S E Kurt	.103	Skewness	-.745
S E Skew	.051	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	6125.000		

Valid cases      2273      Missing cases      947

-----

**P86Q59      ROLE MODELS IMPORTANT**

Mean	3.262	Std err	.018	Median	3.000
Mode	4.000	Std dev	.872	Variance	.760
Kurtosis	.134	S E Kurt	.103	Skewness	-.993
S E Skew	.051	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	7408.000		

Valid cases      2271      Missing cases      949

-----

**P86Q60      HAD MENTOR**

Mean	1.667	Std err	.010	Median	2.000
Mode	2.000	Std dev	.471	Variance	.222
Kurtosis	-1.500	S E Kurt	.104	Skewness	-.708
S E Skew	.052	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	3672.000		

Valid cases      2203      Missing cases      1017

P86Q61 SEX OF MENTOR

Mean	1.088	Std err	.007	Median	1.000
Mode	1.000	Std dev	.284	Variance	.080
Kurtosis	6.473	S E Kurt	.123	Skewness	2.910
S E Skew	.062	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	1717.000		

Valid cases 1578 Missing cases 1642

-----

P86Q62 MENTOR

Mean	2.259	Std err	.035	Median	2.000
Mode	1.000	Std dev	1.442	Variance	2.079
Kurtosis	-.175	S E Kurt	.120	Skewness	.978
S E Skew	.060	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	3732.000		

Valid cases 1652 Missing cases 1568

-----

P86Q63 MENTOR HELP

Mean	1.886	Std err	.027	Median	1.000
Mode	1.000	Std dev	1.075	Variance	1.155
Kurtosis	-.657	S E Kurt	.121	Skewness	.857
S E Skew	.061	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	3066.000		

Valid cases 1626 Missing cases 1594

-----

P86Q64 MENTOR IMPORTANT

Mean	2.886	Std err	.018	Median	3.000
Mode	3.000	Std dev	.734	Variance	.539
Kurtosis	.334	S E Kurt	.122	Skewness	-.513
S E Skew	.061	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	4603.000		

Valid cases 1595 Missing cases 1625

**P86Q65 MENTORS DESIRABLE**

Mean	3.374	Std err	.021	Median	4.000
Mode	4.000	Std dev	.885	Variance	.783
Kurtosis	.919	S E Kurt	.118	Skewness	-1.349
S E Skew	.059	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	5814.000		

Valid cases 1723 Missing cases 1497

-----

**P86Q66 FITNESS**

Mean	1.997	Std err	.019	Median	2.000
Mode	2.000	Std dev	.894	Variance	.798
Kurtosis	.259	S E Kurt	.103	Skewness	.703
S E Skew	.052	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	4510.000		

Valid cases 2258 Missing cases 962

-----

**P86Q67 WEIGHT**

Mean	1.562	Std err	.018	Median	1.000
Mode	1.000	Std dev	.826	Variance	.683
Kurtosis	1.087	S E Kurt	.104	Skewness	1.388
S E Skew	.052	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	3481.000		

Valid cases 2228 Missing cases 992

-----

**P86Q68 DIFF TREATMENT**

Mean	6.099	Std err	.039	Median	7.000
Mode	7.000	Std dev	1.840	Variance	3.387
Kurtosis	1.454	S E Kurt	.103	Skewness	-1.755
S E Skew	.052	Range	6.000	Minimum	1.000
Maximum	7.000	Sum	13693.000		

Valid cases 2245 Missing cases 975

**P86Q69 DIFF TREATMENT BY**

Mean	2.509	Std err	.067	Median	2.000
Mode	1.000	Std dev	1.647	Variance	2.713
Kurtosis	-1.089	S E Kurt	.197	Skewness	.597
S E Skew	.099	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	1533.000		

Valid cases 611 Missing cases 2609

-----

**P86Q70 PREGNANT OFFICERS VIEWED DIFFERENTLY**

Mean	2.208	Std err	.022	Median	2.000
Mode	2.000	Std dev	1.005	Variance	1.010
Kurtosis	-.243	S E Kurt	.105	Skewness	.560
S E Skew	.052	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	4814.000		

Valid cases 2180 Missing cases 1040

-----

**P86Q71 KNOW ABOUT COMBAT EXCLUSION**

Mean	1.070	Std err	.006	Median	1.000
Mode	1.000	Std dev	.254	Variance	.065
Kurtosis	9.485	S E Kurt	.106	Skewness	3.388
S E Skew	.053	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	2277.000		

Valid cases 2129 Missing cases 1091

-----

**P86Q72 COMBAT EX CAREER IMPACT**

Mean	1.760	Std err	.010	Median	2.000
Mode	2.000	Std dev	.427	Variance	.182
Kurtosis	-.513	S E Kurt	.113	Skewness	-1.220
S E Skew	.057	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	3288.000		

Valid cases 1868 Missing cases 1352



**P86Q73 COMBAT EX COMMITMENT IMPACT**

Mean	3.501	Std err	.020	Median	4.000
Mode	4.000	Std dev	.908	Variance	.825
Kurtosis	1.736	S E Kurt	.107	Skewness	-1.727
S E Skew	.054	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	7279.000		

Valid cases 2079 Missing cases 1141

-----

**P86Q74 EFFECTIVE IN LEADER ROLE**

Mean	1.452	Std err	.012	Median	1.000
Mode	1.000	Std dev	.547	Variance	.299
Kurtosis	-.682	S E Kurt	.112	Skewness	.661
S E Skew	.056	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	2790.000		

Valid cases 1922 Missing cases 1298

-----

**P86Q75 SELF RATING OF LEADERSHIP**

Mean	1.587	Std err	.019	Median	1.000
Mode	1.000	Std dev	.851	Variance	.724
Kurtosis	7.385	S E Kurt	.111	Skewness	2.227
S E Skew	.056	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	3078.000		

Valid cases 1939 Missing cases 1281

-----

**P86Q76 UNIT EFFECTIVENESS**

Mean	1.446	Std err	.012	Median	1.000
Mode	1.000	Std dev	.537	Variance	.288
Kurtosis	-.832	S E Kurt	.110	Skewness	.610
S E Skew	.055	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	2838.000		

Valid cases 1962 Missing cases 1258

**P86Q77 UNIT RATING**

Mean	1.568	Std err	.021	Median	1.000
Mode	1.000	Std dev	.903	Variance	.816
Kurtosis	5.096	S E Kurt	.112	Skewness	2.053
S E Skew	.056	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	2982.000		

Valid cases 1902 Missing cases 1318

-----

**P86Q78 UNIT PERF DUE TO LEADER SKILL**

Mean	3.481	Std err	.018	Median	4.000
Mode	4.000	Std dev	.784	Variance	.615
Kurtosis	1.751	S E Kurt	.112	Skewness	-1.529
S E Skew	.056	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	6597.000		

Valid cases 1895 Missing cases 1325

-----

**P86Q79 UNIT PERF DUE TO SUB SKILL**

Mean	3.661	Std err	.015	Median	4.000
Mode	4.000	Std dev	.642	Variance	.412
Kurtosis	3.759	S E Kurt	.112	Skewness	-2.003
S E Skew	.056	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	7044.000		

Valid cases 1924 Missing cases 1296

-----

**P86Q80 UNIT PERF DUE TO LEADER WORK**

Mean	3.430	Std err	.017	Median	4.000
Mode	4.000	Std dev	.763	Variance	.582
Kurtosis	1.078	S E Kurt	.111	Skewness	-1.267
S E Skew	.056	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	6606.000		

Valid cases 1926 Missing cases 1294

P86Q81 UNIT PERF DUE TO SUB WORK

Mean	3.639	Std err	.017	Median	4.000
Mode	4.000	Std dev	.727	Variance	.528
Kurtosis	3.922	S E Kurt	.112	Skewness	-2.129
S E Skew	.056	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	6984.000		

Valid cases 1919 Missing cases 1301

P86Q82 UNIT PERF DUE TO GOOD LUCK

Mean	2.189	Std err	.023	Median	2.000
Mode	2.000	Std dev	.928	Variance	.861
Kurtosis	-.830	S E Kurt	.119	Skewness	.286
S E Skew	.060	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	3673.000		

Valid cases 1678 Missing cases 1542

P86Q83 UNIT PERF DUE TO BAD LUCK

Mean	1.958	Std err	.022	Median	2.000
Mode	2.000	Std dev	.903	Variance	.816
Kurtosis	-.511	S E Kurt	.121	Skewness	.606
S E Skew	.061	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	3202.000		

Valid cases 1635 Missing cases 1585

P86Q84 COMMAND GAVE NO EXPLANATION

Mean	4.227	Std err	.026	Median	4.000
Mode	5.000	Std dev	1.147	Variance	1.315
Kurtosis	.543	S E Kurt	.110	Skewness	-.862
S E Skew	.055	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	8331.000		

Valid cases 1971 Missing cases 1249

**P86Q85      COMMAND SAID HAD SUPERIOR KNOWLEDGE**

Mean	4.779	Std err	.028	Median	5.000
Mode	5.000	Std dev	1.241	Variance	1.540
Kurtosis	.766	S E Kurt	.110	Skewness	-1.098
S E Skew	.055	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	9382.000		

Valid cases      1963      Missing cases      1257

-----

**P86Q86      COMMAND GAVE REASONS**

Mean	2.525	Std err	.020	Median	2.000
Mode	2.000	Std dev	.887	Variance	.787
Kurtosis	.671	S E Kurt	.109	Skewness	.663
S E Skew	.055	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	5045.000		

Valid cases      1998      Missing cases      1222

-----

**P86Q87      GAVE INDIRECT COMMENTS**

Mean	4.493	Std err	.028	Median	5.000
Mode	5.000	Std dev	1.243	Variance	1.544
Kurtosis	.327	S E Kurt	.110	Skewness	-.845
S E Skew	.055	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	8811.000		

Valid cases      1961      Missing cases      1259

-----

**P86Q88      THREATENED PUNISHMENT**

Mean	4.975	Std err	.027	Median	5.000
Mode	6.000	Std dev	1.185	Variance	1.405
Kurtosis	1.850	S E Kurt	.110	Skewness	-1.446
S E Skew	.055	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	9870.000		

Valid cases      1984      Missing cases      1236

**P86Q89     INGRATIATING TACTICS**

Mean	4.965	Std err	.029	Median	5.000
Mode	6.000	Std dev	1.290	Variance	1.663
Kurtosis	1.248	S E Kurt	.110	Skewness	-1.360
S E Skew	.055	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	9786.000		

Valid cases     1971     Missing cases     1249

-----

**P86Q90     PERSONAL PUNISHMENT**

Mean	5.266	Std err	.027	Median	6.000
Mode	6.000	Std dev	1.207	Variance	1.457
Kurtosis	2.904	S E Kurt	.110	Skewness	-1.869
S E Skew	.055	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	10443.000		

Valid cases     1983     Missing cases     1237

-----

**P86Q91     PERSONAL REWARD**

Mean	4.257	Std err	.030	Median	4.000
Mode	4.000	Std dev	1.310	Variance	1.716
Kurtosis	-.610	S E Kurt	.110	Skewness	-.291
S E Skew	.055	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	8377.000		

Valid cases     1968     Missing cases     1252

-----

**P86Q92     COMMAND ASKED FOR HELP**

Mean	4.528	Std err	.028	Median	5.000
Mode	4.000	Std dev	1.232	Variance	1.517
Kurtosis	-.198	S E Kurt	.110	Skewness	-.570
S E Skew	.055	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	8920.000		

Valid cases     1970     Missing cases     1250

P86Q93 PAY INFL

Mean	2.481	Std err	.024	Median	2.000
Mode	3.000	Std dev	.976	Variance	.953
Kurtosis	-.208	S E Kurt	.119	Skewness	.273
S E Skew	.059	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	4217.000		

Valid cases 1700 Missing cases 1520

-----

P86Q94 OPPS FOR COMMAND INFL

Mean	2.247	Std err	.026	Median	2.000
Mode	2.000	Std dev	1.088	Variance	1.184
Kurtosis	-.333	S E Kurt	.119	Skewness	.607
S E Skew	.059	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3829.000		

Valid cases 1704 Missing cases 1516

-----

P86Q95 ARMY BENEFITS INFL

Mean	2.334	Std err	.024	Median	2.000
Mode	2.000	Std dev	1.009	Variance	1.018
Kurtosis	-.390	S E Kurt	.118	Skewness	.397
S E Skew	.059	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3987.000		

Valid cases 1708 Missing cases 1512

-----

P86Q96 ARMY FUNDED GRAD SCHOOL INFL

Mean	2.806	Std err	.030	Median	3.000
Mode	3.000	Std dev	1.238	Variance	1.534
Kurtosis	-.942	S E Kurt	.119	Skewness	.129
S E Skew	.059	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	4775.000		

Valid cases 1702 Missing cases 1518

**P86Q97     UNDESIRABLE LOCATION INFL**

Mean	2.691	Std err	.026	Median	3.000
Mode	3.000	Std dev	1.095	Variance	1.198
Kurtosis	-.726	S E Kurt	.118	Skewness	.028
S E Skew	.059	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	4590.000		

Valid cases     1706     Missing cases     1514

-----

**P86Q98     CIVILIAN ALTERNATIVES IND**

Mean	2.668	Std err	.028	Median	3.000
Mode	3.000	Std dev	1.164	Variance	1.354
Kurtosis	-.789	S E Kurt	.119	Skewness	.180
S E Skew	.059	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	4514.000		

Valid cases     1692     Missing cases     1528

-----

**P86Q99     HAVE CURRENT JOB OFFERS**

Mean	2.319	Std err	.012	Median	2.000
Mode	2.000	Std dev	.466	Variance	.218
Kurtosis	-1.401	S E Kurt	.129	Skewness	.775
S E Skew	.064	Range	1.000	Minimum	2.000
Maximum	3.000	Sum	3340.000		

Valid cases     1440     Missing cases     1780

-----

**P86Q100     JOINT DOMICILE: HELP: DUAL MIL CPL**

Mean	1.251	Std err	.020	Median	1.000
Mode	1.000	Std dev	.434	Variance	.188
Kurtosis	-.676	S E Kurt	.227	Skewness	1.152
S E Skew	.114	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	578.000		

Valid cases     462     Missing cases     2758

P86Q101 COMPATIBLE BRANCHES: HELP: DUAL MIL CPL

Mean	2.034	Std err	.038	Median	2.000
Mode	2.000	Std dev	.876	Variance	.768
Kurtosis	-.222	S E Kurt	.211	Skewness	.623
S E Skew	.106	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	1086.000		

Valid cases 534 Missing cases 2686

-----

P86Q102 EXTENDED MATERNITY: HELP: DUAL MIL CPL

Mean	1.977	Std err	.042	Median	2.000
Mode	1.000	Std dev	.959	Variance	.920
Kurtosis	-.553	S E Kurt	.212	Skewness	.666
S E Skew	.106	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	1046.000		

Valid cases 529 Missing cases 2691

-----

P86Q103 DAYCARE FACILITIES: HELP: DUAL MIL CPL

Mean	1.688	Std err	.035	Median	2.000
Mode	1.000	Std dev	.816	Variance	.666
Kurtosis	.564	S E Kurt	.208	Skewness	1.074
S E Skew	.104	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	930.000		

Valid cases 551 Missing cases 2669

-----

P86Q104 DISCUSSED CAREER PRIORITIES:DUAL MIL CPL

Mean	2.595	Std err	.055	Median	3.000
Mode	3.000	Std dev	1.137	Variance	1.292
Kurtosis	-1.360	S E Kurt	.234	Skewness	-.209
S E Skew	.117	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	1129.000		

Valid cases 435 Missing cases 2785



P86Q105 STATUS JEALOUSY: DUAL CIV

Mean	1.768	Std err	.036	Median	1.000
Mode	1.000	Std dev	.920	Variance	.846
Kurtosis	-.169	S E Kurt	.189	Skewness	.938
S E Skew	.094	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	1183.000		

Valid cases 669 Missing cases 2551

P86Q106 DISCUSSED CAREER SACRIFICE:DUAL CIV

Mean	2.484	Std err	.046	Median	3.000
Mode	1.000	Std dev	1.147	Variance	1.315
Kurtosis	-1.425	S E Kurt	.194	Skewness	-.012
S E Skew	.097	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	1570.000		

Valid cases 632 Missing cases 2588

P86Q107 DISCUSSED GEOG SEP: DUAL CIV

Mean	2.002	Std err	.043	Median	2.000
Mode	1.000	Std dev	1.058	Variance	1.119
Kurtosis	-.874	S E Kurt	.196	Skewness	.649
S E Skew	.098	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	1235.000		

Valid cases 617 Missing cases 2603

P86Q108 AMT OF CHALLENGE

Mean	2.338	Std err	.030	Median	2.000
Mode	2.000	Std dev	1.134	Variance	1.285
Kurtosis	-.319	S E Kurt	.131	Skewness	.641
S E Skew	.066	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3234.000		

Valid cases 1383 Missing cases 1837

**P86Q109 OPP TO EXPRESS IDEAS: SUP**

Mean	2.130	Std err	.030	Median	2.000
Mode	1.000	Std dev	1.111	Variance	1.235
Kurtosis	-.019	S E Kurt	.130	Skewness	.839
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3010.000		

Valid cases 1413 Missing cases 1807

-----

**P86Q110 ACCEPTANCE OF IDEAS: SUP**

Mean	2.336	Std err	.029	Median	2.000
Mode	2.000	Std dev	1.095	Variance	1.200
Kurtosis	-.116	S E Kurt	.131	Skewness	.670
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3261.000		

Valid cases 1396 Missing cases 1824

-----

**P86Q111 CONTRIBUTION TO DECISION MAKING**

Mean	2.430	Std err	.030	Median	2.000
Mode	2.000	Std dev	1.125	Variance	1.265
Kurtosis	-.277	S E Kurt	.131	Skewness	.623
S E Skew	.066	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3368.000		

Valid cases 1386 Missing cases 1834

-----

**P86Q112 ADMIN EFF: SUP**

Mean	2.345	Std err	.030	Median	2.000
Mode	2.000	Std dev	1.082	Variance	1.170
Kurtosis	-.167	S E Kurt	.133	Skewness	.607
S E Skew	.067	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3152.000		

Valid cases 1344 Missing cases 1876

P86Q113 LEADER EFF: SUP

Mean	2.433	Std err	.030	Median	2.000
Mode	2.000	Std dev	1.116	Variance	1.246
Kurtosis	-.535	S E Kurt	.133	Skewness	.439
S E Skew	.067	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3272.000		

Valid cases 1345 Missing cases 1875

-----

P86Q114 DISCUSSION OF WORK: SUP

Mean	2.483	Std err	.029	Median	2.000
Mode	2.000	Std dev	1.084	Variance	1.175
Kurtosis	-.580	S E Kurt	.131	Skewness	.347
S E Skew	.066	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3454.000		

Valid cases 1391 Missing cases 1829

-----

P86Q115 AMT OF FRIENDSHIP: SUP

Mean	2.713	Std err	.026	Median	3.000
Mode	3.000	Std dev	.967	Variance	.935
Kurtosis	-.015	S E Kurt	.132	Skewness	.138
S E Skew	.066	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3749.000		

Valid cases 1382 Missing cases 1838

-----

P86Q116 RESPECT: SUP

Mean	2.287	Std err	.029	Median	2.000
Mode	2.000	Std dev	1.097	Variance	1.204
Kurtosis	-.349	S E Kurt	.131	Skewness	.591
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3207.000		

Valid cases 1402 Missing cases 1818

**P86Q117 CONGENIALITY IN UNIT**

Mean	2.544	Std err	.026	Median	3.000
Mode	3.000	Std dev	.962	Variance	.926
Kurtosis	-.040	S E Kurt	.131	Skewness	.347
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3562.000		

Valid cases 1400 Missing cases 1820

-----

**P86Q118 AUTHORITARIAN CONTROL: SUP**

Mean	3.143	Std err	.029	Median	3.000
Mode	3.000	Std dev	1.092	Variance	1.193
Kurtosis	-.509	S E Kurt	.131	Skewness	-.178
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	4404.000		

Valid cases 1401 Missing cases 1819

-----

**P86Q119 PERSONAL INTEREST: SUP**

Mean	2.569	Std err	.028	Median	3.000
Mode	3.000	Std dev	1.064	Variance	1.133
Kurtosis	-.265	S E Kurt	.131	Skewness	.399
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3604.000		

Valid cases 1403 Missing cases 1817

-----

**P86Q120 CONSTRUCTIVE CRITICISM: SUP**

Mean	2.822	Std err	.027	Median	3.000
Mode	3.000	Std dev	1.010	Variance	1.021
Kurtosis	-.153	S E Kurt	.131	Skewness	.241
S E Skew	.066	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3922.000		

Valid cases 1390 Missing cases 1830

**P86Q121 TREATMENT AS EQUAL: SUP**

Mean	2.633	Std err	.028	Median	3.000
Mode	3.000	Std dev	1.061	Variance	1.126
Kurtosis	-.355	S E Kurt	.131	Skewness	.327
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3675.000		

Valid cases 1396 Missing cases 1824

-----

**P86Q122 MILITARY TASKS IN WORK**

Mean	2.673	Std err	.030	Median	3.000
Mode	3.000	Std dev	1.107	Variance	1.225
Kurtosis	-.530	S E Kurt	.131	Skewness	.247
S E Skew	.066	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3707.000		

Valid cases 1387 Missing cases 1833

-----

**P86Q123 DISCUSSION OUTSIDE ISSUES: SUP**

Mean	2.959	Std err	.030	Median	3.000
Mode	3.000	Std dev	1.106	Variance	1.223
Kurtosis	-.550	S E Kurt	.131	Skewness	.158
S E Skew	.066	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	4098.000		

Valid cases 1385 Missing cases 1835

-----

**P86Q124 AMT OF INITIATIVE**

Mean	2.096	Std err	.024	Median	2.000
Mode	2.000	Std dev	.905	Variance	.819
Kurtosis	.851	S E Kurt	.131	Skewness	.848
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	2932.000		

Valid cases 1399 Missing cases 1821

**P86Q125 OTHERS INTERFERENCE**

Mean	2.951	Std err	.030	Median	3.000
Mode	3.000	Std dev	1.141	Variance	1.302
Kurtosis	-.732	S E Kurt	.131	Skewness	.008
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	4138.000		

Valid cases 1402 Missing cases 1818

-----

**P86Q126 OPP TO GET TO KNOW OTHERS**

Mean	2.184	Std err	.024	Median	2.000
Mode	2.000	Std dev	.907	Variance	.823
Kurtosis	-.118	S E Kurt	.130	Skewness	.444
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3092.000		

Valid cases 1416 Missing cases 1804

-----

**P86Q127 RECOG OF ACCOMPLISHMENTS: SUP**

Mean	2.627	Std err	.028	Median	3.000
Mode	3.000	Std dev	1.053	Variance	1.108
Kurtosis	-.261	S E Kurt	.130	Skewness	.332
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3704.000		

Valid cases 1410 Missing cases 1810

-----

**P86Q128 AMT OF DIRECTION PROVIDED: SUP**

Mean	2.792	Std err	.026	Median	3.000
Mode	3.000	Std dev	.984	Variance	.969
Kurtosis	-.203	S E Kurt	.131	Skewness	.165
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3914.000		

Valid cases 1402 Missing cases 1818

**P86Q129 WORKLOAD AS AN OFFICER**

Mean	2.308	Std err	.025	Median	2.000
Mode	2.000	Std dev	.952	Variance	.906
Kurtosis	-.012	S E Kurt	.130	Skewness	.472
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3259.000		

Valid cases 1412 Missing cases 1808

-----

**P86Q130 CONTENTMENT IN WORK**

Mean	2.741	Std err	.030	Median	3.000
Mode	2.000	Std dev	1.130	Variance	1.276
Kurtosis	-.623	S E Kurt	.130	Skewness	.292
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3857.000		

Valid cases 1407 Missing cases 1813

-----

**P86Q131 GUIDANCE PROVIDED: SUP**

Mean	2.841	Std err	.025	Median	3.000
Mode	3.000	Std dev	.954	Variance	.910
Kurtosis	-.192	S E Kurt	.131	Skewness	.124
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3986.000		

Valid cases 1403 Missing cases 1817

-----

**P86Q132 CONFIDENCE IN WORK**

Mean	2.019	Std err	.022	Median	2.000
Mode	2.000	Std dev	.806	Variance	.649
Kurtosis	.667	S E Kurt	.131	Skewness	.664
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	2823.000		

Valid cases 1398 Missing cases 1822

**P86Q133 ACCEPTANCE BY OTHER OFFICERS**

Mean	2.092	Std err	.025	Median	2.000
Mode	2.000	Std dev	.919	Variance	.845
Kurtosis	.396	S E Kurt	.131	Skewness	.694
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	2937.000		

Valid cases 1404 Missing cases 1816

-----

**P86Q134 CONSTRUCTIVE LEADERSHIP: SUP**

Mean	2.705	Std err	.026	Median	3.000
Mode	3.000	Std dev	.986	Variance	.972
Kurtosis	-.121	S E Kurt	.131	Skewness	.325
S E Skew	.066	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3765.000		

Valid cases 1392 Missing cases 1828

-----

**P86Q135 ACCEPTANCE BY TROOPS**

Mean	1.968	Std err	.022	Median	2.000
Mode	2.000	Std dev	.810	Variance	.656
Kurtosis	.275	S E Kurt	.132	Skewness	.583
S E Skew	.066	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	2716.000		

Valid cases 1380 Missing cases 1840

-----

**P86Q136 ADEQUACY OF TRAINING**

Mean	2.873	Std err	.028	Median	3.000
Mode	3.000	Std dev	1.066	Variance	1.137
Kurtosis	-.505	S E Kurt	.131	Skewness	.095
S E Skew	.065	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	4025.000		

Valid cases 1401 Missing cases 1819



**P86Q137 ASSISTANCE GIVEN BY OTHER OFFS**

Mean	2.573	Std err	.025	Median	3.000
Mode	3.000	Std dev	.936	Variance	.877
Kurtosis	.034	S E Kurt	.132	Skewness	.290
S E Skew	.066	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3554.000		

Valid cases 1381 Missing cases 1839

-----

**P86Q138 TASK STRUCTURE**

Mean	2.904	Std err	.024	Median	3.000
Mode	3.000	Std dev	.894	Variance	.800
Kurtosis	.061	S E Kurt	.132	Skewness	-.006
S E Skew	.066	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	3978.000		

Valid cases 1370 Missing cases 1850

-----

**P86Q139 OVERALL CONFIDENCE IN LEADER ABILS**

Mean	1.169	Std err	.011	Median	1.000
Mode	1.000	Std dev	.436	Variance	.190
Kurtosis	9.694	S E Kurt	.122	Skewness	2.896
S E Skew	.061	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	1870.000		

Valid cases 1600 Missing cases 1620

-----

**P86Q140 AMT OF RESPONSIBILITY**

Mean	2.075	Std err	.035	Median	2.000
Mode	1.000	Std dev	1.141	Variance	1.303
Kurtosis	.035	S E Kurt	.152	Skewness	.938
S E Skew	.076	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	2150.000		

Valid cases 1036 Missing cases 2184

**P86Q141 SEEN UNETHICAL CONDUCT**

Mean	2.724	Std err	.017	Median	3.000
Mode	3.000	Std dev	.447	Variance	.200
Kurtosis	-.996	S E Kurt	.182	Skewness	-1.003
S E Skew	.091	Range	1.000	Minimum	2.000
Maximum	3.000	Sum	1953.000		

Valid cases 717 Missing cases 2503

-----

**P86Q142 AFFECTED BY MISCONDUCT**

Mean	2.563	Std err	.021	Median	3.000
Mode	3.000	Std dev	.496	Variance	.246
Kurtosis	-1.941	S E Kurt	.211	Skewness	-.257
S E Skew	.106	Range	1.000	Minimum	2.000
Maximum	3.000	Sum	1374.000		

Valid cases 536 Missing cases 2684

-----

**P86Q143 REACTION TO MISCONDUCT**

Mean	2.971	Std err	.049	Median	2.500
Mode	2.000	Std dev	1.069	Variance	1.143
Kurtosis	-1.288	S E Kurt	.222	Skewness	.480
S E Skew	.111	Range	3.000	Minimum	2.000
Maximum	5.000	Sum	1426.000		

Valid cases 480 Missing cases 2740

-----

**P86Q144 OVERALL RESPECT FOR LEADER ABILS**

Mean	1.289	Std err	.028	Median	1.000
Mode	1.000	Std dev	.529	Variance	.279
Kurtosis	3.980	S E Kurt	.258	Skewness	1.885
S E Skew	.129	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	459.000		

Valid cases 356 Missing cases 2864

**P86Q145 COMPANY GRADE LEVEL COMMAND**

Mean	2.719	Std err	.040	Median	3.000
Mode	3.000	Std dev	1.025	Variance	1.050
Kurtosis	-1.027	S E Kurt	.192	Skewness	-.312
S E Skew	.096	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	1754.000		

Valid cases 645 Missing cases 2575

-----

**P86Q146 FORMAL FEEDBACK ON COMMAND**

Mean	1.498	Std err	.030	Median	1.000
Mode	1.000	Std dev	.649	Variance	.421
Kurtosis	2.192	S E Kurt	.228	Skewness	1.335
S E Skew	.114	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	686.000		

Valid cases 458 Missing cases 2762

-----

**P86Q147 IMPORTANCE OF SUCCESSFUL COMMAND**

Mean	1.386	Std err	.025	Median	1.000
Mode	1.000	Std dev	.617	Variance	.381
Kurtosis	.716	S E Kurt	.195	Skewness	1.357
S E Skew	.097	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	872.000		

Valid cases 629 Missing cases 2591

-----

**P86Q148 DIFFICULTY OF GETTING COMMAND**

Mean	2.018	Std err	.031	Median	2.000
Mode	2.000	Std dev	.772	Variance	.596
Kurtosis	-1.320	S E Kurt	.195	Skewness	-.030
S E Skew	.098	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	1257.000		

Valid cases 623 Missing cases 2597

P86Q149 COMMAND MOST IMPORTANT JOB SO FAR

Mean	1.210	Std err	.016	Median	1.000
Mode	1.000	Std dev	.408	Variance	.166
Kurtosis	.039	S E Kurt	.195	Skewness	1.428
S E Skew	.098	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	755.000		

Valid cases 624 Missing cases 2596

-----

P86Q150 OPP TO EXERCISE INITIATIVE

Mean	2.143	Std err	.053	Median	2.000
Mode	2.000	Std dev	1.129	Variance	1.275
Kurtosis	.260	S E Kurt	.227	Skewness	.981
S E Skew	.114	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	988.000		

Valid cases 461 Missing cases 2759

-----

P86Q151 ENCOURAGEMENT TO EXERCISE INITIATIVE

Mean	2.269	Std err	.053	Median	2.000
Mode	2.000	Std dev	1.132	Variance	1.282
Kurtosis	-.014	S E Kurt	.230	Skewness	.800
S E Skew	.115	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1019.000		

Valid cases 449 Missing cases 2771

-----

P86Q152 ACAD PREP FOR BRANCH COURSE

Mean	2.380	Std err	.068	Median	2.000
Mode	2.000	Std dev	1.284	Variance	1.648
Kurtosis	-.710	S E Kurt	.257	Skewness	.644
S E Skew	.129	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	852.000		

Valid cases 358 Missing cases 2862

**P86Q153 ACAD PREP FOR ORAL PRESENTATIONS**

Mean	1.724	Std err	.045	Median	2.000
Mode	1.000	Std dev	.862	Variance	.743
Kurtosis	2.418	S E Kurt	.256	Skewness	1.452
S E Skew	.128	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	624.000		

Valid cases 362 Missing cases 2858

-----

**P86Q154 ACAD PREP FOR WRITTEN COMMS**

Mean	1.565	Std err	.035	Median	1.000
Mode	1.000	Std dev	.671	Variance	.451
Kurtosis	1.343	S E Kurt	.255	Skewness	1.111
S E Skew	.128	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	568.000		

Valid cases 363 Missing cases 2857

-----

**P86Q155 PHYSICAL PREP FOR PHYS ACTIVITIES**

Mean	1.413	Std err	.040	Median	1.000
Mode	1.000	Std dev	.763	Variance	.583
Kurtosis	7.060	S E Kurt	.254	Skewness	2.452
S E Skew	.128	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	517.000		

Valid cases 366 Missing cases 2854

-----

**P86Q156 PHYSICAL PREP TO MEET STANDARDS**

Mean	1.248	Std err	.027	Median	1.000
Mode	1.000	Std dev	.519	Variance	.269
Kurtosis	6.655	S E Kurt	.254	Skewness	2.367
S E Skew	.127	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	458.000		

Valid cases 367 Missing cases 2853

**P86Q157 VALUE OF CADET TRAINING FOR OFFICER ROLE**

Mean	2.081	Std err	.074	Median	2.000
Mode	1.000	Std dev	1.077	Variance	1.160
Kurtosis	.285	S E Kurt	.333	Skewness	.923
S E Skew	.167	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	439.000		

Valid cases 211 Missing cases 3009

-----

**P86Q158 VALUE OF SUMMER CAMP FOR OFFICER ROLE**

Mean	2.539	Std err	.062	Median	3.000
Mode	3.000	Std dev	1.068	Variance	1.140
Kurtosis	-.455	S E Kurt	.283	Skewness	.311
S E Skew	.142	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	749.000		

Valid cases 295 Missing cases 2925

-----

**P86Q159 VALUE OF ORIENTATIONS FOR OFFICER ROLE**

Mean	2.659	Std err	.054	Median	3.000
Mode	2.000	Std dev	1.010	Variance	1.020
Kurtosis	-.203	S E Kurt	.261	Skewness	.401
S E Skew	.131	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	920.000		

Valid cases 346 Missing cases 2874

-----

**P86Q160 CONFIDENCE IN ABILITY FOR ASSIGNMENT**

Mean	1.992	Std err	.051	Median	2.000
Mode	2.000	Std dev	.974	Variance	.948
Kurtosis	.281	S E Kurt	.255	Skewness	.933
S E Skew	.128	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	727.000		

Valid cases 365 Missing cases 2855

P86Q161 WONDERED IF READY TO BE LEADER

Mean	3.339	Std err	.067	Median	4.000
Mode	2.000	Std dev	1.284	Variance	1.649
Kurtosis	-1.379	S E Kurt	.253	Skewness	-.150
S E Skew	.127	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1232.000		

Valid cases 369 Missing cases 2851

-----

P86Q162 QUESTIONED EXPERIENCE

Mean	3.232	Std err	.067	Median	3.000
Mode	2.000	Std dev	1.275	Variance	1.627
Kurtosis	-1.388	S E Kurt	.254	Skewness	-.012
S E Skew	.127	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1186.000		

Valid cases 367 Missing cases 2853

-----

P86Q163 WELL INFORMED ABOUT FIRST ASSIGNMENT

Mean	3.327	Std err	.067	Median	4.000
Mode	4.000	Std dev	1.271	Variance	1.616
Kurtosis	-1.147	S E Kurt	.258	Skewness	-.284
S E Skew	.129	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1181.000		

Valid cases 355 Missing cases 2865

-----

P86Q164 TOOK TIME TO ADJUST

Mean	3.590	Std err	.068	Median	4.000
Mode	4.000	Std dev	1.284	Variance	1.648
Kurtosis	-.851	S E Kurt	.259	Skewness	-.622
S E Skew	.130	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1271.000		

Valid cases 354 Missing cases 2866

**P86Q165 NOT HANDLING FREEDOM WELL**

Mean	4.436	Std err	.042	Median	5.000
Mode	5.000	Std dev	.797	Variance	.635
Kurtosis	3.440	S E Kurt	.254	Skewness	-1.762
S E Skew	.127	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1628.000		

Valid cases 367 Missing cases 2853

-----

**P86Q166 PREPARED TO BE OFFICER AND SPOUSE**

Mean	1.924	Std err	.056	Median	2.000
Mode	2.000	Std dev	.989	Variance	.978
Kurtosis	1.661	S E Kurt	.274	Skewness	1.311
S E Skew	.138	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	604.000		

Valid cases 314 Missing cases 2906

-----

**P86Q167 PREPARED TO BE A PARENT**

Mean	2.574	Std err	.075	Median	2.000
Mode	2.000	Std dev	1.341	Variance	1.799
Kurtosis	-1.036	S E Kurt	.270	Skewness	.433
S E Skew	.135	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	834.000		

Valid cases 324 Missing cases 2896

-----

**P86Q168 BALANCE OFFICER AND FAMILY DEMANDS**

Mean	2.211	Std err	.059	Median	2.000
Mode	2.000	Std dev	1.076	Variance	1.158
Kurtosis	.439	S E Kurt	.267	Skewness	.962
S E Skew	.134	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	734.000		

Valid cases 332 Missing cases 2888